



# LIBRARY RESOURCES TECHNICAL SERVICES -

WINTER

1961

Library Science

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**CENTRALIZED PROCESSING; PAPERS By**  
Mary Lathrop Eckford, Evelyn Day Mullen, and Orcena Mahoney

**REFERENCE USE OF CANADIAN DOCUMENTS, Florence B. Murray**

**ACQUISITION OF CANADIAN PROVINCIAL DOCUMENTS, John H. Archer**

**UNITED STATES AND CANADIAN GOVERNMENT DOCUMENTS ON MICROFORMS, Paul L. Berry**

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**REVIEWS**

Clements Library  
University of Michigan  
Ann Arbor, Mich.

**VOL. 5  
NO. 1**

## GUIDE TO MICROFORMS IN PRINT

GUIDE  
TO  
MICROFORMS  
IN  
PRINT  
1961

Early in 1961 The Microcard Foundation will publish, in conventional form, the first inclusive list of microform publications. It will be called *Guide to Microforms in Print* and will be issued once a year.

The *Guide* will list or refer to all publications available in microform (microfilm, Microcard, Microtext, Microlex, Readex Microprint, etc.) from commercial publishers. It will also note publications of non-commercial organizations issuing lists or catalogs on a regular basis.

Among the organizations whose publications will be listed in the *Guide* are: Matthew Bender & Co., The Microlex Corporation, The Microcard Foundation, Newsweek Corporation, the National Archives, The New York Times, Micro Photo, Inc., the Readex Microprint Corporation, the Microtext Publishing Co., University Microfilms, and the New York Public Library.

We feel that the *Guide* will be a valuable item for most libraries as well as for a great many book dealers and individual scholars.  
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# LIBRARY RESOURCES AND TECHNICAL SERVICES

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# The Library Service Center of Eastern Ohio; An Experience in Centralized Processing

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MARY LATHROP ECKFORD, *Administrator*  
*Library Service Center of Eastern Ohio*  
*Barnesville, Ohio*

## *Introduction*

THIS IS the story of the Library Service Center of Eastern Ohio; its origins, development, operations, and procedures. It tells in related sequence the WHAT, WHY, HOW, WHEN and WHERE of the establishment of a center for the cooperative ordering, cataloging, and preparation of books for a group of independent libraries.

Centralized processing has been defined as a cooperative effort to combine the technical procedures necessary to prepare books and other materials for use by libraries. It simply means breaking down into basic elements the technical processes and operations of a public library and consolidating, by agreement, those activities which are common to all. Centralized processing is new only insofar as it is applied to libraries which are separate administrative units, rather than related metropolitan or county systems. The Library of Congress, is, of course, our most notable example of both cooperative and centralized cataloging, and many state library agencies are now processing, in varying degrees of completeness, for local libraries. The area in which interest is now growing is that of the group of independent libraries which cooperate voluntarily, and assume responsibility jointly, for establishing a center which will gain for them the ends of economy and efficiency in technical processing. The American Library Association has provided considerable stimulation to the interest in centralized processing among state library associations, state library agencies, and individual libraries, and has accelerated the establishment of regional cooperative processing activities. The passage of the Library Services Act has also had a marked effect on these developments by providing the financial means for studies and surveys and contributing to initial financial outlay. To date only a few public school and university libraries have embraced centralized cataloging and processing activities, but greatly increased interest is now evidenced throughout the profession as a whole.

In general, processing centers or centralized cataloging and preparations operations may be thought of in the following classifications:

- A. A library system and its branches. Almost all large city library systems now centralize some aspects of the cataloging and other processing functions, and to this extent they may be thought of as processing centers.
- B. A state library agency. Here the tendency or trend has been toward consolidation of certain activities as required to meet the needs of the particular system.
- C. Individual or independent libraries contracting with a library having processing facilities. Some smaller libraries throughout the country have found this arrangement both economical and practical.
- D. Individual or independent libraries grouping together by mutual consent and agreement to establish and operate a centralized processing unit cooperatively.

The Library Service Center of Eastern Ohio is in this last classification.

The activities involved in bringing a book to a reader are the same essentially in every library. With all possible simplification of routine, certain operations or functions must take place between the decision to buy a particular book and the time when that book is available to the public. The book must be ordered, received, cataloged, prepared and paid for. The fundamental theory of group or regional processing grew out of an analysis of these essential activities, an analysis which revealed prohibitively expensive duplications in professional time, money, and effort. Whether a library buys 1,000 or 10,000 books each year, it requires the performance of these services. A processing center equalizes this work load for both the small and large library in an orderly, efficient, and economical manner. It is this inherent repetition in certain areas of library activity that has brought the various types of centralized processing units into being. Centralized processing centers usually include in their program all the routines of ordering, cataloging, and the physical preparation of books, as well as the distribution and payment functions. However, the needs of any particular group of libraries and an analysis of the present facilities for performing these various activities will determine the processes to be centralized most advantageously.

A comparison of centralized processing in general with processing by individual libraries suggests the following possible advantages in the centralized unit:

1. Cataloging costs are reduced
2. Larger discounts are obtained from suppliers through consolidated buying
3. Duplication of time and effort is reduced or eliminated
4. The increased quantity of books being processed justifies the purchase and use of more expensive mechanical equipment
5. The individual librarians are freed from technical and mechanical routines to devote time to more productive activities of a professional nature

This last advantage is a most important one, for librarians have long deplored the fact that their professional skills were all too often submerged in routine activities. When this load is lifted, the individual library gains tremendously through the released time of its professional staff, time which can be used to:

1. Extend the public-relations program of the library
2. Provide better reference service
3. Improve material control procedures with branches and extension units
4. Improve administrative planning and activities
5. Provide additional public services formerly impossible because of lack of time and personnel
6. Provide on-the-job training for non-professional staff
7. Enlarge the service area while using the same staff

Additional advantages which may accrue to participating libraries include:

1. Joint use of expensive cataloging tools
2. Concentration of able cataloging skills
3. Greater use of standardized and coordinated rules and practices in cataloging
4. Establishment and maintenance of a sustained policy of classification and decisions on subject headings
5. Elimination of extra revising and editing

The end results desired from any processing center will determine essentially the basic organization. Usually the end result desired will be that of a completely cataloged and prepared book in the hands of a library patron with the least expenditure of time, money, and labor. This desired result points directly to (a) coordinated ordering, (b) a system of card duplication which is effective when book orders and books are received at different times, and (c) a system of billing which reduces the number of invoices and statements handled and number of checks written. Coordinated ordering makes it possible to handle all copies of a title at one time, assures greater volume and regularity in ordering which will in turn bring greater discounts from suppliers. A system of card duplication within a center means that cards are in stock or can be produced immediately upon arrival of the book. The bookkeeping work of the individual library is reduced to a minimum by having just one book bill to pay each month.

#### *History of the Eastern Ohio Center*

With these possible advantages in mind, a group of librarians in eastern Ohio met in the autumn of 1957 to discuss the formation of a regional processing center. Many factors gave impetus to their consideration of a cooperative project. They were faced not only with the task of providing more books at lower cost, but also of providing films, phonograph records,

and audio-visual aids. They were expected to provide lecture programs, story hours, record concerts, and Great Books courses, all in addition to their services as community specialists in books and reading. These services had to be initiated or continued often in the face of critical staff shortages. Interest of the librarians in the project was great enough to justify the group's taking it to the Ohio State Library. As a result, the Board of Trustees of the Ohio State Library granted to the Carnegie Library of Steubenville \$3,000 to enable the Librarian, David W. Griffith, to investigate thoroughly the possibilities.

Mr. Griffith and the group of interested librarians began their study with three objectives:

1. To determine if a centralized processing center would improve and extend library service throughout eastern Ohio
2. To determine the nature and the extent of the various activities in the several libraries which might reasonably and effectively be consolidated in such a manner
3. To determine the financial investment which might be required, and to project the probable cost aspects of such a center

It was agreed from the beginning that a regional processing center would improve and extend library services and would do so with economy. In determining the services such a center might undertake, the possibilities seemed limitless, and each was explored carefully. The most pressing need, and the one requiring the greatest investment of capital in equipment, was that of having books professionally cataloged and processed. It was concluded that these functions should be the core activities to be emphasized in initiating the center. Determining the financial investment which might be required, projecting probable costs, and studying the legal aspects of such a center proved to be a major part of the investigation. Other questions which required consideration were:

1. Reconciling variations in processing practices in the various libraries
2. Problems which could arise through centralized processing without centralized ordering
3. Determining reliable cost projections and estimates and establishing a sound financing program
4. The determination of exactly what steps would be taken and what activities performed by the processing center
5. The consideration of printed cards versus cards produced by the center

Visits were made to centralized processing centers in other locations, equipment in use was evaluated, and costs were compared. After more than a year of careful research, Mr. Griffith prepared a *Study and Proposal* which set forth in detail the estimated operating budget, the probable volume, and the resulting income. The *Study* proposed a service charge to members of 75 cents per book processed, estimated the volume of books



to be processed each year at 40,000, and budgeted the \$30,000 of income as follows:

Salaries	\$16,000
Rent	2,400
Utilities	1,000
Supplies	5,000
Vehicle operation	1,600
Insurance	200
Mailing and miscellaneous	500
Retirement	1,000
Equipment replacement	1,000
Contingencies	1,300
	<hr/>
	\$30,000

The estimate for initial capital expenditures for equipment was:

Xerox and Multilith	\$10,000
Motor vehicle	2,500
Typewriters	600
Calculator	350
Shelving	800
Book trucks	400
Work tables	250
Chairs, files and miscellaneous	1,000
Desks	250
	<hr/>
	\$16,350

As a result of these initial studies, twelve libraries tentatively agreed to participate in the Center and to commit not less than 75% of their book purchases per year through the Center for cataloging and preparations. Only book purchasing, cataloging, and processing were entailed, which in no way interfered with the local autonomy and administration in each library.

The detailed study, with its conclusions, was submitted to the Ohio State Library Board, along with a petition from the interested librarians in eastern Ohio, requesting favorable consideration and approval of the recommendation that Federal Aid Funds be made available to initiate the project. The Ohio State Library approved the petition and allocated \$35,000 from Federal Aid Funds for initial capital investment and operating expenses, \$20,000 of which was to be returned over an eight-year period from the Center's anticipated operating surplus. With the resulting facts and figures Mr. Griffith contacted other librarians and library trustees throughout eastern Ohio to solicit support and develop participation in the project. Library boards in eastern Ohio were invited to participate officially by signing a two-year contract agreeing to commit not less than 75% of their book purchases through the Center for consolidated

ordering, cataloging, and preparation. Agreements were concluded with the libraries of Barnesville, Guernsey County, Coshocton, Dover, Martins Ferry, Holmes County, Perry County, New Philadelphia-Tuscarawas County, Salem, Wellsville, Jefferson County, and Zanesville. (*Exhibit I*)

Representatives of these libraries met in Cambridge in October 1958, established an organization, and elected a board of directors, with Mr. Griffith as president. A professional librarian was employed, and the Board selected Barnesville as the site for the Center, based on an analysis of the geographical locations of the various libraries and projected delivery costs for the processed books.

One of the first considerations after the Center was officially established was the selection and purchase of equipment. During the initial study several processing centers had been visited, and the recommendations and experience of these centers were of great help in the choice of equipment. In addition, a thorough search was made of the literature on centralized and regional processing to obtain all possible practical information and guidance on the various types of equipment and the relative advantages of each. In general, equipment selection was dictated by an analysis of the processing steps necessary, the volume of items to be handled, and the estimate of future growth. The initial estimate placed the annual number of books to be processed at 40,000, with an anticipated increase within a reasonable time, to 70,000. The equipment selected included:

Xerox	(No. 1 camera)	Challenge paper cutter (size 193)
Multilith	1250	Work tables
Two electric typewriters		Book stacks
Two standard typewriters		Book trucks
Potdevin Latex Cementer 2R-6"		Station wagon
used for pasting pockets		

Factory-type equipment, particularly in tables, work benches, and book trucks, was selected and has proved more practical and economical than library type. By the time the equipment and supplies arrived, tentative procedures and routines had been worked out. Visits were made by the Administrator to each member library to investigate and chart the individual policies and procedures. The following data were explored in each library: number of volumes added per year, average book discount, book selection sources used, frequency of ordering, number of catalogs maintained, subject heading list used, use of Cutter numbers, classification of biography, separation of English and American literature, separation of history and travel books, use of pseudonyms or real names, charging system used, etc. From a charting of this information it was possible to define the compromises necessary and to find the common denominator among the varying practices.

#### *Ordering Procedures*

The ordering procedure was naturally the first to be established. The

initial investigation of other centralized processing centers and subsequent research of the literature of the subject revealed that there was no universal agreement on the matter of centralized ordering by a center as distinct from ordering by each individual library. The principal objection to consolidated ordering seemed to revolve around the implication that the individual library might sacrifice its individuality in book selection. On the other hand, there was clear evidence that larger discounts could be obtained from suppliers through consolidated orders, and better control of the receiving process could be planned within the Center. Here again, the policy decisions were predicated upon a careful analysis of the needs and present procedures among the member libraries with the objective of developing routines which would be acceptable to all. From this analysis agreement was reached which established consolidated ordering by the Center. Subsequent experience has confirmed the anticipated advantages of this policy. To get the processing under way a memorandum was issued outlining the ordering procedures:

TO: Member Libraries  
FROM: Library Service Center  
SUBJECT: Ordering routines

1. We will be using multiple copy order forms; these will be sent to you.
2. You may send orders to the Center any time after this date. By the time the books arrive we will be ready to process them.
3. Please fill out the order forms using the enclosed sample as a guide:
  - Author—last name, first name (or two initials)
  - Title—as given in the book selection tool you are using
  - Place—unnecessary except for little-known publishers
  - Publisher—name as given in book selection tool (can be abbreviated)
  - Year—copyright date as given in book selection tool
  - Vols.—use only when there are 2 or more volumes in a set
  - Series—used only when definitive; e. g. N. P. C. (New Pocket Classics)
  - Recommended by—indicate the source of your selection
  - Cost—leave blank; we will note the net price in this space
  - List price—price listed in book selection source
  - Date ordered—use the date you send order to us
  - Dealer—leave blank for adult titles; if you have a preference of juvenile pre-bounds, indicate here
  - No. of copies—indicate the number of copies, or sets, you are ordering
  - Date rec'd—leave blank
  - Order no.—leave blank
4. Type the name of your library (initials or abbreviations will suffice) on the bottom of each form.
5. Send copies #1, #2, #3, and #4 to the Center; retain #5 for your files.
6. Indicate in the upper right corner, in the square marked "L. C. Card no." the number of sets of catalog cards you need:
  - e.g.: 2 cat.
  - 1 sh

7. If the title you are ordering is an added copy, indicate this and give the classification number of your previous copies. Use the square: "class no.". If you want additional sets of catalog cards, indicate this as above; otherwise catalog cards will not be sent for added copies.
8. One copy (pink) of the order form will be returned to you with the book. An additional copy (green) will be sent to you at the end of the month attached to your monthly statement. This copy will have the net price so marked. The total of these slips will agree with the total amount for which you are being billed and will represent the number of books you receive during the month, and their cost. The processing charge will appear as a separate item on your statement.
9. You may send orders to the Center at any time; they will be coordinated and sent to the supplier once a week or oftener.

### *Cataloging Practices*

After the ordering routine was established, the next step was to make the major decisions on cataloging practices. Not only were the current ones of the member libraries charted and studied, but consideration was given to the trends toward simplification and the probable future changes in accepted cataloging policies. Since the cataloging rules agreed upon by the members would necessarily be imposed upon all, they were given very careful thought in order to cause the least change and disruption in individual catalogs, but at the same time be in line with, and where possible, a little ahead of, possible future trends. Since the information from member libraries revealed that the majority of them were using Sears as the basic subject-heading guide, that list was accepted for the Center. Sears is best suited to libraries of small and medium size, and it is in that category that the members of the Center fall. The use of Sears also makes it possible to use the *Standard Catalog*, *Children's Catalog*, and *High School Catalog* for classifying older titles with the assurance of the greatest uniformity with already existing catalogs. A committee appointed from the membership studied the problem thoroughly and was able to reconcile the variations in cataloging practice among the group. The members realized that the Center could work most efficiently only when uniform production methods were applied; and they were all willing to make the adjustments that were necessary to achieve uniformity, speed, and economy without sacrificing quality. The recommendations of the committee and the Administrator were accepted unanimously and issued as a memorandum and no major changes have been made in the two years of operation. The established policies are as follows:

#### CLASSIFICATION

Dewey classification numbers are used. These are taken from L. C. proof-sheets when available, from *Booklist*, from *Standard Catalog*, *Children's Catalog*, and *High School Catalog*. The numbers are simplified and shortened when feasible to make them more nearly uniform with already established classifications, and changed to agree with literature and travel classifications established by the Center (see below.) The first 2 initials of the

author's surname are used below the classification number. Cutter numbers are not used.

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#### SUBJECT HEADINGS

Sears is the basic source. The subject headings on the proofsheets are used but are adjusted to Sears where there are differences and where Sears is the already-established heading. Cross-references are made only when a change is made in an already-existing heading to make it conform to current usage.

#### BIOGRAPHY

B is used for biography, followed by the first 3 letters of the surname of the biographee. Painters, athletes, etc., sometimes placed in the subject classification, are classified with the other individual biographies. Collective biography is classified as 920 followed by the first 2 letters of the surname of the author or editor:

B        920  
LIN     Ad

#### AUTHOR ENTRIES

The name as given on the title page is used.

#### JUVENILE TITLES

In the separation of adult and juvenile titles, material primarily intended for use through the eighth grade is considered as juvenile. Reading levels from the 4th grade through the 8th grade are designated:

J (Fiction)    j528.1    (Non-fiction)  
La

Picture books and material of third grade reading level or below are designated by E.

#### YOUNG ADULT

Career stories, love stories for younger girls, and the YA selections of the Literary Guild are classified as Y.

#### FICTION

No symbol is used on catalog cards, shelf cards, book cards or pockets. Mysteries, westerns, and science fiction have imprinted picture labels on the spine.

#### SHORT STORIES

A collection of short stories by several authors is classified as 823. (This is a major change, but the number was chosen since the classification has not been over-used, as has 808.83) A collection of stories by a single author is placed in fiction.

## LITERATURE

English and American poetry and drama are combined into the English literature number and the following classifications are used:

821	English language poetry
821.08	English language poetry (collections)
822	English language drama
822.08	English language drama (collections)
823	English language short stories
824	Essays
825	Oratory and speeches
826	Letters
827	Wit and humor
828	Miscellany

## TRAVEL AND HISTORY

Travel books are placed in the history number so that all books on a country will stand together on the shelves.

## TRANSLATORS, ILLUSTRATORS, EDITORS, ETC.

Added entries are not made for translators, illustrators, or joint authors and editors, unless of importance and there is a special reason for doing so.

## OVERSIZE

The letter Q (quarto) is used for books over 29 cm. in height.

## REFERENCE BOOKS

Non-circulating reference volumes are marked REF above the classification number. We assume that encyclopedias, atlases, dictionaries, and yearbooks are reference; if they are to be circulating, the ordering library will so indicate.

## TITLE CARDS

A set of catalog cards will include a title card in most cases; if no title card is included, the tracing will carry *nt*.

## SHELF CARDS

Shelf cards carry the classification number, author, title, publisher, and date of publication.

It can be seen from this statement of policy that major changes in cataloging were kept to a minimum. The changes made were either in line with procedures already used by some of the libraries or points on which a change was desired and "this seemed like a good time to make it."

## *Correlating Orders and Books*

The next step was the establishment of the routines for handling both the books and the controlling order forms. These routines were evolved through a somewhat painful trial and error method. The routine begins, of course, with the arrival at the Center of the order forms from member libraries. These order forms are separated each day so that the yellow



part of the form, which becomes the work slip, can be put into the production process immediately. The white copy is placed behind appropriate guides in the order file box so that each Friday, when the order is assembled for mailing to the jobber, most of this work is done. The white copies are arranged by publisher since the jobbers' books are "binned" in that way. The invoice comes back arranged alphabetically by title, at our request. The yellow, pink, and green slips are alphabetized by title and then the yellow copy is separated from the other two. The pink and green are interfiled each day and on Friday when the order is mailed, are given to the invoice assistant to be dated and placed in the OUTSTANDING ORDER FILE to await receipt of the book.

The yellow copies from each day's orders are checked: 1. with other orders for the same title awaiting receipt of LC proofsheets, or original cataloging, if necessary; 2. with card bin to determine if cards are in stock; 3. with official file to determine if title has been previously cataloged but cards were not overrun. If there are cards in the card bin, sufficient numbers for the sets needed are pulled and given to the typist to finish. If cards are not in stock but the title has been previously cataloged, the official card is pulled and given to the typist to copy and to prepare the book cards and pockets. The typist uses, of course, the pocket for the library whose order she has. This work is always done immediately so that the official cards are out of the file no longer than necessary. When these sets are finished, they are filed in the PENDING FILE to await receipt of book. Thus, in all possible cases the card sets are prepared on the same day, or within a day or two, of receipt of the order. The yellow slips now remaining represent titles which are being held for proofsheets, or for original cataloging, and these are given to the cataloger.

When shipments are received, the books go first to the Invoice Assistant who checks the title with the invoice, pulls the pink and green slips from the OUTSTANDING ORDER FILE, and notes the invoice price on the slips. She places the slips in the books (or in one copy if there are duplicates) where they remain until the end of the process. She checks the official file to determine whether or not the cards are ready. (The presence of the official card in the file indicates that the card sets are ready to be placed in the books.) The official card carries on the reverse the designations for all member libraries, and the Invoice Assistant notes there the library receiving, the number of copies, and the date. No official card indicates that the title is new to the Center, and therefore it is sent to the cataloger. (This is the case only when there is no proofsheets from which advance cataloging could be done.) All other books go directly from invoice desk to jacketing. The assistant who attaches the plastic jackets pulls the completed card sets from the PENDING FILE and places them in the books. (These card sets are in boxes on a truck so that they can be moved to the jacketing table or to the marking table.) From jacketing, the books move to the pasting area. The books move through the entire process on trucks and are not shelved until all work is completed and they are awaiting delivery. The books themselves go only to the cataloger

(if new title), to jacketing, and to pasting; the typist and duplicating machine operator work always from yellow slips so they need not handle the books.

### *Catalog Cards Prepared*

Catalog cards are produced by the combination of Xerox and Multilith operations. LC proofsheets are received daily and are checked each day with the yellow slips. As soon as a proofsheet is received, the yellow slips for that title are attached to it, with any changes indicated by the cataloger, and it is sent to the card reproduction desk. The cataloger has indicated on the yellow slip the number of card sets to be produced. The machine operator types onto the proofsheet the classification number, the title (or one subject-heading, if there is to be no title card), blanks out (with Sno-pak) from the tracings any subject heading not used, or she adds any necessary ones. She then sets the proofsheets in groups of six on the Xerox plate. The six titles to be run at one time are selected roughly on the basis of the number of sets needed. A Multilith master is made from the Xerox plate, and the cards are run once to make a sufficient number of title cards. The title is then removed from the master with Multilith Blankrola Solution while it is still on the Multilith, and the remaining cards are run.

The cards are cut apart and given to the typist to add the subject headings and to assemble in sets. The catalog cards are run on card stock which is cut in flats of six. The book cards are set up and run in the same way on printed book card stock, also in sheets of six, and cut. The cards are over-run by a formula which was evolved so that a sufficient supply for future needs will be available. Only author and title cards are run, and the subject headings are added when the cards are pulled from the card bin to be used for future orders. The Xerox and Multilith set-up is used for any title where three or more sets of cards are needed. If a proofsheets is not available and three or more sets are needed, a typed master is made.

The Multilith is also used to make pockets for each individual library. Large quantities are run at one time. The typist has a supply of these pockets and from the yellow slips she assembles the sets and pockets needed for a title for any given library. Short run Multilith masters are used since they are discarded as soon as run. Any processing center must be equipped to file either masters or printed cards, and by using the Xerox method we can stock the printed cards. At the end of each day, the machine operator returns to the invoice desk the proofsheets she has used that day and files the extra cards in the card bin. The LC proofsheets, after being used to make the cards, then becomes the official card, stamped on the reverse to show library receiving.

### *Book Preparation*

As soon as the card sets are prepared, they are placed in the book, if the book is at hand, or in the PENDING FILE if the book is still on order.

The books at hand have by this time had the plastic jackets attached and are ready for pasting. Pockets are pasted in the front and this pasting is done once or twice each week. Revision and releasing is done by the cataloger at the time of pasting. At this time the books are sorted to shelves labelled for each library and await delivery or shipping. At the time of releasing, the pink slips are left in the books as packing slips, and the green slips are removed. When each week's delivery is packed, the green slips must equal the number of books to be delivered. A delivery slip accompanies each delivery and is signed by the receiving library which checks to be sure the totals agree. Delivery is on a regular, bi-weekly schedule.

For a short time at the beginning of operations, copy identification numbers were stamped on the books and on the shelf cards. This proved, however, to be very costly in time, and it seemed preferable for the libraries to add the accession number, or copy number, after the book had been received at the library. This part of the operation was discontinued at the Center.

The classification numbers for non-fiction books are typed with 8-pitch double gothic type on pressure-sensitive white labels and attached to the dust jackets before the plastic jacket is attached. Ownership of the book is stamped on the bottom edges if the library requests; the books are packed in boxes upside down so this stamping can be done quite easily.

### *Efficiency Planning*

A considerable amount of study determined the arrangement of our equipment, within the limitations of the physical layout of the building. The general considerations which guided the layout were based on time and motion studies. Order slips, invoices and other items of paper move easily from one place to another. Cards, pockets, jackets, and similar materials, being more bulky, do not move so readily. The movement of books from one place to another, from the receiving area to the shipping area was planned so that no increases in labor costs could develop from unnecessary transportation or movement of books.

Throughout the months of operation our routines have been studied continuously, always with the objective of reducing labor time per book, which means reducing cost per book. Toward this end the following questions are kept in mind:

- A. What improvements can be made in layout or procedure?
- B. Are any non-essential operations being performed?
- C. Is the time spent in preventing an error more costly than correcting it after it occurs?
- D. Can any action or end-result be transferred to the member libraries with a cost savings to them?

The overall guiding consideration throughout all of the studies has been, and will continue to be, one of exploring every possible way of reducing costs. These studies of methods have also had the objective of reducing to

an absolute minimum the number of days the books remain in the Center between the time they are received from the supplier and the time they are delivered to the member library. The studies aim also at reducing labor costs by enabling the same work force to process more books as the volume increases.

The following basic statistics are prepared each month and from these the procedures are evaluated and revisions made:

1. The number of books on hand on the first of each month
2. The number of books ordered during the month
3. The number of titles ordered during the month
4. The number of books received during the month
5. The number of books delivered to members during the month
6. The number of books on hand at the end of each month
7. The total payroll for the month
8. The number of working days in the month
9. The number of books ordered during the month for which cards had been previously produced and were on hand
10. The number of books received during the month for which an official card was in the file

From a study of these basic facts each month an invaluable amount of information is gained. These studies have indicated clearly a policy of releasing to production immediately all possible yellow slips in advance of receipt of books so that the necessary cards and pockets can be on hand when the book is received. Withholding them interferes with the standardized production sequence and causes peaks and valleys in the production-load cycle. The only yellow slips which are withheld are those for which the administrator defines the necessity of having the book at hand prior to cataloging to comply with the Center's professional cataloging standards.

But having established that policy, we then needed to know the answers to the following questions:

1. What quantity of card sets justifies mechanical (Xerox and Multilith) production?
2. In those instances where mechanical production is indicated, what quantity of additional card sets should be produced in addition to those immediately needed, in anticipation of future orders for the same title?

Our procedures research studies, conducted in collaboration with a management consultant, have provided considerable guidance in establishing our policies and procedures. The studies were based upon the following random sampling of orders received in the Center, a sampling of more than 7,000 books and 2,000 titles over a typical period.

## RANDOM FREQUENCY SAMPLINGS

No. of copies per title	Frequency per 1,000 titles	Frequency per 1,000 books
1	518	167
2	191	126
3	55	52
4	54	68
5	56	101
6	27	53
7	21	46
8	13	31
9	12	33
10	9	25
11	8	25
12 or more (Book Club Selections)	35	273
	<hr/> 1,000	<hr/> 1,000

Three separate analyses of yellow slips for titles which had been ordered through the Center were made, and in each instance the sample was selected through the use of a table of random digits, thus assuring a valid sampling.

At the end of the first year of operation we began to have sufficient experience to predict from arithmetical averages some general indications of future probabilities. These evaluations were helpful, but it was only after a system simulation based upon this pure random analysis of both past and current orders was set up, that it was possible to approach our present policies. These studies have been most significant. One year ago a typical sample showed that the probability that the required number of sets of cards for a particular title would be on hand when the order was received was less than .16. During a recent month this increased to .21, and our projections indicate strongly that within another six months this will be .30. In addition to providing valuable cost information, these studies have enabled us to predict with great accuracy the frequency with which card sets will be in stock for the books ordered at some time, and what quantities will be required. For example, when the Center began operations, obviously no card sets were in stock. At the present time card sets are in stock in the necessary quantities for approximately one fourth of the books ordered through the Center. In about six months this will increase to .30 and will level off at about .37 toward the end of the fourth year of Center operations, according to the projections of present trends.

These studies have had a major part in establishing both procedural and policy conclusions at the Center. Naturally, when initial operations began, we had no experience or statistics upon which to base probable projections of such important considerations as the number of card sets to justify mechanical production, and the optimum quantity of card sets to overproduce for stock purposes. This latter consideration was a major one, because if too few sets were overproduced, subsequent orders for a



particular title would necessitate setting up the mechanical equipment for another production on that title, a costly procedure. On the other hand, if too many sets were overproduced, the cost of handling, filing, and storing could become excessive. For the present it has been verified that three or more sets of cards justify mechanical production. If only one or two sets are required, individual typing is currently more economical. On those cards to be mechanically produced, in addition to the number of sets of cards required for current orders, a minimum of ten sets and a maximum of twenty sets are produced for subsequent filing in the card bin. This ten minimum and twenty maximum decision has been tentatively indicated by our operations research projections of probable demand for a particular title, based upon current and past demand, and subject to the administrator's judgment of factors which cannot be mathematically simulated. It is obvious that as the Center grows older, and more statistical data are collected, the validity of these projections will probably increase. On the other hand, regardless of theory, there is a practical limit to the accuracy of these predictions simply because we are continually receiving orders for newly-published, and therefore previously-unprocessed books, and this will always be so. However, it is only a slight oversimplification to state that the objective remains that of having in stock the required sets of cards for any title previously processed in the Center. Admittedly it takes space to house the cards but occasional weeding can be done along with the current filing into the card bin.

The total number of books being processed at the Center, and the ratio of books to titles strongly affects the processing cost per book. Neither of these factors can be controlled within the Center, since each is determined by the decisions of individual member libraries in book selection. However, the extent to which these factors can be predicted with reasonable accuracy enables card production for stock, which has a major impact on reducing the cost of processing per book. The literature on centralized processing costs is not extensive, and there is probably more misinformation on this than on any other aspect of centralized processing. Many of the initial cost estimates contained in the preliminary study for the Center were based upon the answers to the following questions which were directed at that time to potential members:

- A. How many volumes were added in the previous year?
- B. Were printed catalog cards used?
- C. What percentage of total library budget was spent on cataloging and processing activities?
- D. What was the cost of supplies used in these activities?
- E. Were salary and wage costs attributable to these activities?
- F. How many people (professional or clerical) were engaged in ordering, cataloging, and preparations?

#### *Costs*

The original study by Mr. Griffith and his associates predicted an eventual cost per book of 75 cents, estimating an annual volume of books



at 40,000. This estimate was intended to include all labor, overhead and material costs, and equipment depreciation, but did not include repayment of the debt. In August 1959, based upon the statistics from the first six months of operation, the following processing costs were projected:

<i>Number of books:</i>	<i>30,000</i>	<i>40,000</i>	<i>50,000</i>	<i>60,000</i>
Material cost	\$ 4,596	\$ 6,128	\$ 7,660	\$ 9,192
Labor cost	18,184	18,684	16,684	16,684
Other costs	9,758	9,758	9,758	9,758
	<hr/>	<hr/>	<hr/>	<hr/>
	\$32,538	\$34,570	\$36,102	\$37,634
Per book:	1.08	0.86	0.72	0.63

These cost projections were based upon actual costs during the initial months of operation and were also based upon the assumption that the relationship between number of titles and number of copies would improve. The primary purpose of the study was to show the general relationship between fixed and variable costs, and the rate at which the cost per book processed decreases when the total number of books processed per year increases.

At the time this projection was made in 1959 it was believed that the same staff required to process 40,000 books per year could, with the present equipment, process up to 60,000 books per year, with possibly a limited amount of part time help. The studies made at intervals during the past year when books were being processed at a greater rate due to the increase of orders have confirmed this assumption. These studies show that the cost per book decreases rapidly with increased production. (See Exhibit G). In our experience the most important answer on costs relates to the question of the total number of books processed. Naturally, the total production through a processing center will not be uniform throughout the year, and to this extent cost studies for any short period of time will vary as a reflection of the fluctuations in the production cycle. These projections were based upon the assumed annual production rates shown. Included were all costs of operating the Center, including reduction of debt, equipment depreciation, and all material costs.

The fact that commercial processing charges range from about \$1.00 to \$1.50 is probably the best single barometer of realistic processing costs. Commercial concerns have been performing these operations sufficiently long to have detailed cost information, and their additions for tax and profit factors are probably to the order of about 20%, indicating costs (in the sense of comparison with the Center's use of the term) of about \$.70 to \$1.10 per book. One fact confirmed repeatedly in our experience to date has been the misconception among many persons concerning the actual costs for cataloging and processing a book. Those who have never had occasion to make a detailed study of this are sometimes inclined to think in terms of \$.50 to \$.75 per book. When these costs are explored, they are usually found to exclude overhead charges and equipment depreciation.

It should be remembered that only at this writing is the Center approaching an annual production rate of 48,000 books per year, and that costs have naturally been higher during this initial period, due to the fewer number of books being processed. This was anticipated in the original study, and it was estimated that the eventual goal of \$.75 per book would be reached only after the third year of operation. During a recent period, costs per book for all cataloging and processing operations at the Center were as follows:

Wages	.375
Processing supplies	.142
Rent	.061
Depreciation	.048
Retirement Fund	.048
Utilities	.018
Station wagon operation	.016
Repairs	.007
Insurance	.006
Legal and auditing	.016
Miscellaneous	.025
	<hr/>
	.762

It is also known now that some of the methods and procedures which were adopted during the early months of operation were not as efficient as those now in effect. This was due to a number of reasons. During the early months the quantity of books going through the Center was sporadic, and this made it difficult to analyze and evaluate the many possible ways of establishing procedures. Additionally, all the personnel of the Center were new to their jobs, and only the Administrator had had professional training; so efficiency from the personnel point of view was substantially less than at present. Even more significant is the fact that until we had the results of our operations research studies, it could not be determined with any accuracy how certain work flow procedures should be established, and the extent to which card production for future requirements should be defined. When these studies were conducted in May and June of 1960, the results were applied immediately, and it is anticipated that the next cost study will reflect even further reductions in the cost per book processed.

At the present time the ratio of the number of books to titles being processed is about 2. The cost studies indicate that if this ratio can be raised to 3, the reductions in costs for any stated annual quantity of books will be reduced about 7% to 8% below the cost per book projected. In an attempt to raise this ratio we use a checklist of current popular titles which we send to the members. These lists are marked and returned to us by a specific date. This has been most helpful in gaining quantity ordering of the popular titles being published each month. We also have arrangements with several publishers whereby we receive review copies of

their publications prior to publication date. Our driver takes these on deliveries and the librarians note their orders. We have been averaging eight orders per title from these review copies. In addition, we order stock copies of certain titles anticipating the orders that will be received. Since material costs per book processed are generally constant, the items directly affected by increases in the number of books processed are the labor cost and the total other costs (excluding material.)

Exhibit H shows how these approximate costs vary in relationship to the number of units processed per year and in relation to the ratio of numbers of books to numbers of titles.

The accounting system for the Center was established by a certified public accountant who closes the accounts each month, submits interim cost reports and balance sheets quarterly, and prepares a detailed annual financial audit. The following are the titles of the major accounts:

- Salaries and wages
- Delivery expense
- Depreciation of equipment
- Dues and subscriptions
- Motor vehicle expense
- Heat, light, telephone
- Insurance
- Postage and mailing
- Rent
- Repairs
- Processing supplies
- Office supplies
- Public Employees Retirement System contributions

The insurance portfolio of the Center has been planned to insure the greatest possible protection both to the Center and to the affiliated libraries. Included are the following:

- A. Fire and extended coverage including vandalism on the contents of the Center, and including equipment and books as well as materials and supplies
- B. Transportation floater policy covering books from the time they are received at the Center until they are received by the member libraries
- C. Liability, property damage, comprehensive and collision on the motor vehicle

The LSCEO has a staff of six; Exhibits F and G shows the principal job assignments of each staff member. The Administrator also functions as cataloger. The exhibits shows the main functions assigned to each job in relation to the various processing steps, the controlling paper work, and the flow of books through the Center.

#### *The Future*

While we realize that the Library Service Center of Eastern Ohio has

only scratched the surface of its potentialities to date, the relief from cataloging and from physical preparation activities has been a most welcome reality to the member libraries. Among the advantages reported from time to time by these members have been the following:

- A. The librarians have been able to spend more time in administration and public relation and in directing in-service training for non-professional staff members
- B. Books are ready for the public in a shorter period of time
- C. More uniform subject headings are being developed
- D. Each member library has only one book invoice to process and pay each month
- E. Space formerly used for cataloging and processing can be used for other services or for much-needed shelving space
- F. Cataloging and processing costs have been reduced
- G. Larger discounts from suppliers are obtained through consolidated ordering.

Additional services are being planned and investigated for the future. Under consideration are such additional activities as subject specialization in book selection, specialization also in such areas as publicity, public relations, and audio-visual aids, and in the sharing of certain personnel. Comparisons of parcel post in comparison with station wagon delivery are being explored, related to the factors of distance, quantity, and frequencies of delivery. Improved sources of materials and supplies are being investigated, as are ways of obtaining faster delivery and increased discounts from suppliers. The Center is in the process now of establishing a union catalog of local history holdings in the libraries of southeastern Ohio. It has also established a library of professional literature.

During the second year of operation the Center routines have been tentatively established, and we have learned the capacity of both staff and equipment. An organized program is being carried out by the Board to obtain additional participating members. Processing has been made available on an individual order basis for both school and public libraries and for any libraries with special needs which the Center can fulfill. To the original twelve member libraries have been added: Cadiz Public Library, Newark Public Library, Painesville Public Library, Orrville Public Library, Massillon Public Library, and eighteen public schools.

We still have a long way to go to bring the Center up to its most effective and efficient capacity; but the way is now well mapped, and progress is steady and orderly. It is our fondest hope that our experience may prove both interesting and useful to others contemplating similar operations, and that we may continue to meet in every way the wants, needs, and best expectations of our member libraries and the communities they serve.

EXHIBIT A: Showing the Movement of the White Copy of the Multiple Order Form Through the Center.

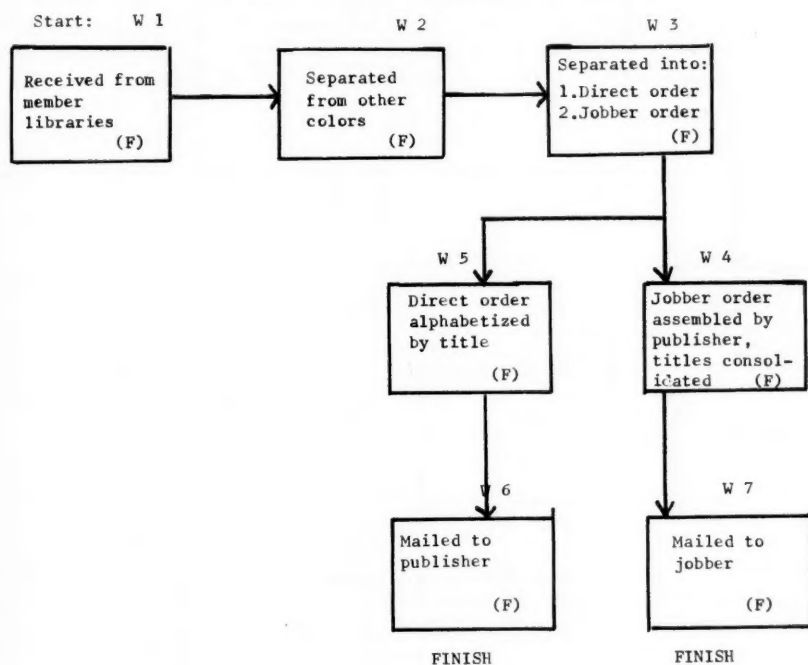


EXHIBIT B: Showing the Movement of the Pink and Green Order Forms.

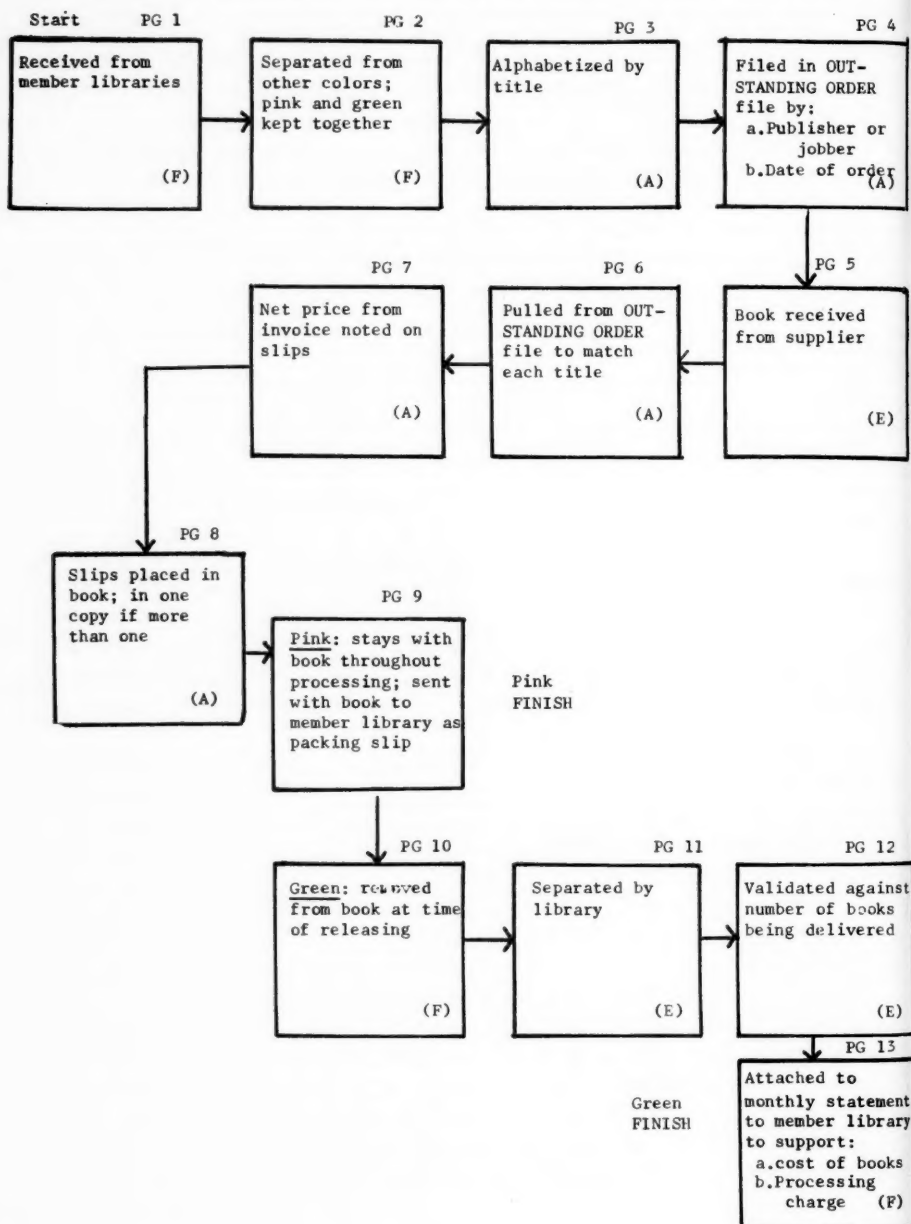




EXHIBIT C: Showing the Movement of the Yellow Order Form Copy, Used for Procedural Control in Cataloging and Processing.

Start: Y 1

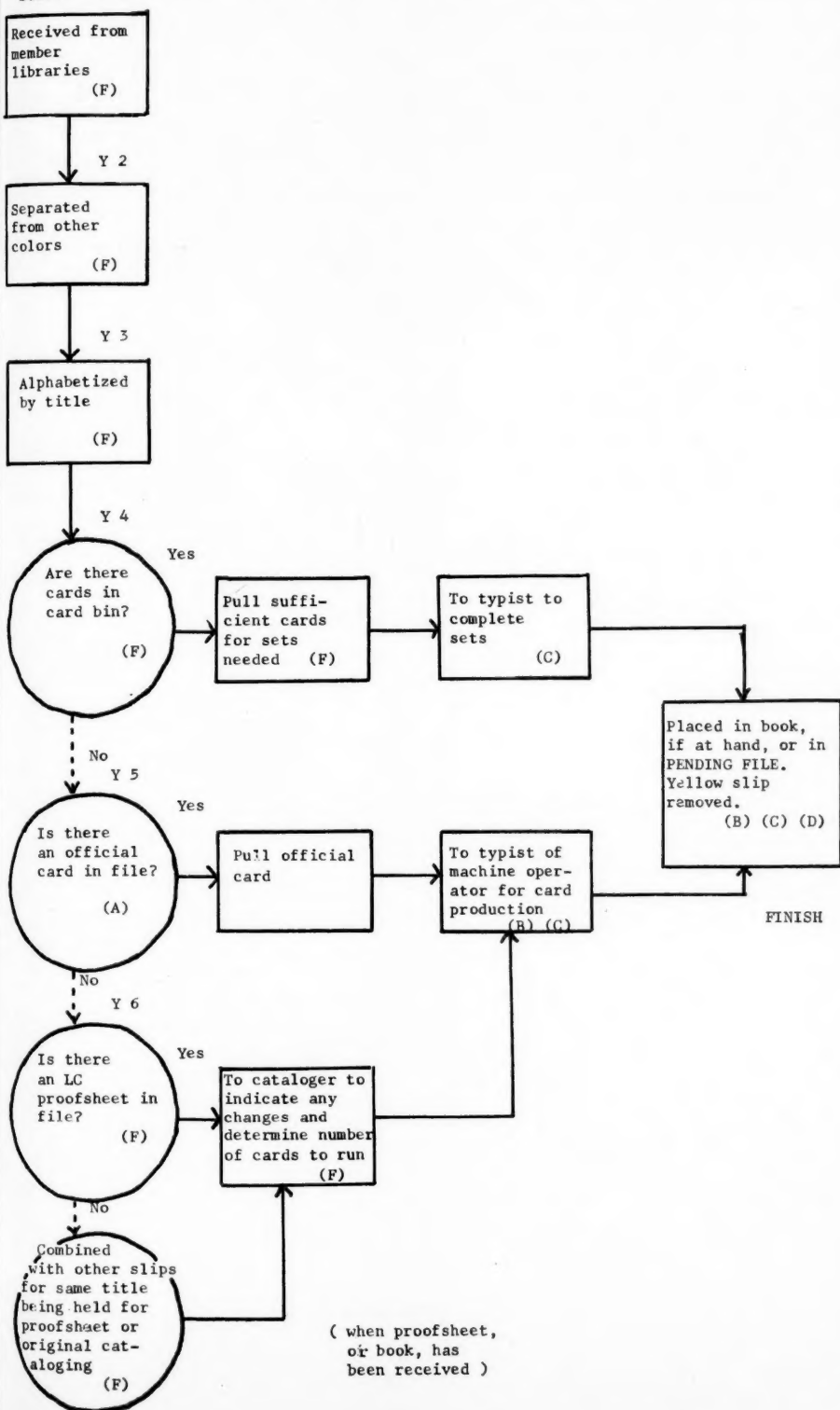
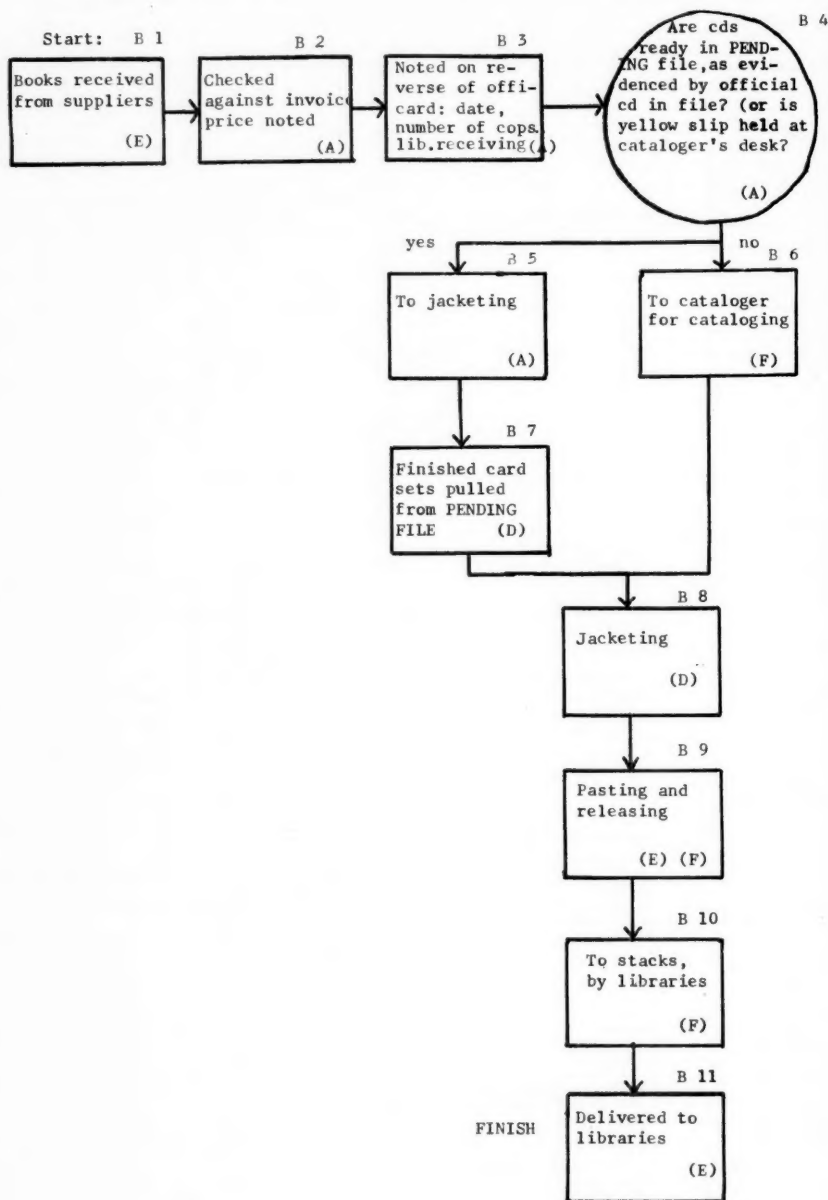
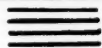


EXHIBIT D: Showing the Movement of Books Through the Center.



# EXHIBIT E: Floor Plan Showing Placement of Equipment.



To administrator's  
office, staff lounge  
and supply room

LC proofsheets file

Supply  
cabinet.

Stacks for  
cataloging tools

Typist's  
desk

Cataloger's  
desk

Machine  
operator's  
desk

Official file

Card  
storage  
bin

Card  
assembly

Xerox

Invoice  
assistant's  
desk

Paper  
cutter

Multilith

Marking  
table

Pending  
file

Jacketing

Incoming shipments -  
opened and placed on  
trucks

Stacks for  
books awaiting  
card sets

Pasting and packing  
table

Pasting machine

Stacks for finished books

To  
street and  
garage

Step  
Con

PG  
PG

- B
- 
- B

B  
B

- D

Y  
Y

- y

- 1

Y

EXHIBIT G: *Work Assignments for Each Person.*

Step  
Code

INVOICE ASSISTANT

- PG 6 Pulls pink and green slips from OUTSTANDING ORDER FILE  
PG 7 Notes price of book on pink and green slips  
B 4 Checks official file to determine if title has been previously processed  
B 3 If title has been previously cataloged, she marks official card to show library receiving, number of copies and date  
B 5 Sends added copies to be jacketed  
B 6 Sends new titles to cataloger

XEROX AND MULTILITH OPERATOR

- Y 1 Prepares Xerox masters from LC proofsheets  
Y 1 Runs catalog cards on multilith  
Y 1 Assists in typing headings on unit cards  
Prepares pockets with library identification  
Does initial sorting of LC proofsheets  
Functions as bookkeeper for the Center

TYPIST

- Y 1 Types catalog card sets for 1 or 2 copies  
Y Prepares stocked cards for re-orders

PROCESSING ASSISTANT

- Y 18 Pulls completed card sets from PENDING FILE and  
B 8 Attaches plastic jackets  
Assists with filing

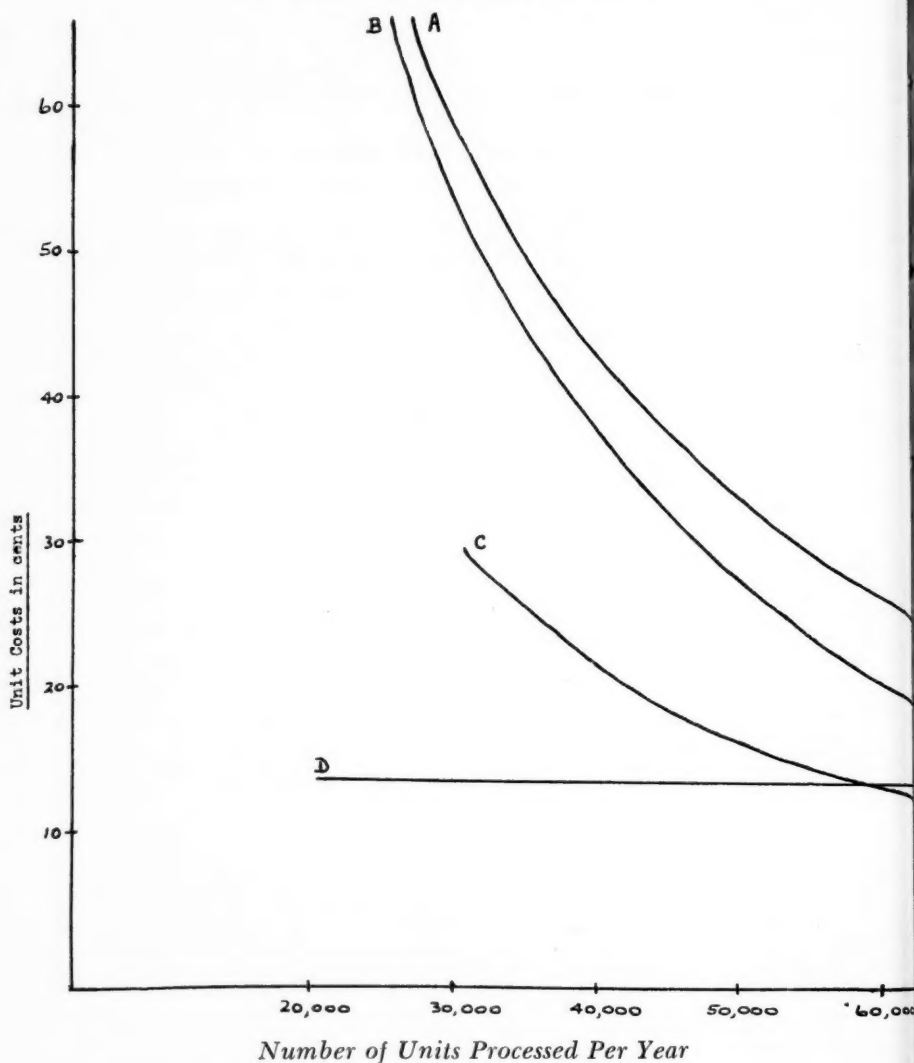
DRIVER

- B 9 Does pasting  
B 11f Checks and packs each delivery  
B 11 Delivers books  
Runs adding machine tapes prior to monthly billing  
Assists with Xerox and Multilith operations

CATALOGER

- W 5,6 Assembles and prepares weekly book order  
Y 16 Does cataloging  
Does final sorting and filing of LC proofsheets  
B 9 Does revising and releasing

EXHIBIT H: *Variation in Annual Unit Costs*



- A. Labor cost per book, with books to titles ratio of 3.
- B. Labor cost per book, with books to titles ratio of 4.
- C. All other costs per book, excluding labor and materials.
- D. Material costs per book.



# EXHIBIT I

## *Participating Libraries, Eastern Ohio Library Service Center*

Library	Population Served	Size of Book Collection	Approximate % of Center Load <sup>a</sup>
Barnesville	4,665	21,516	2
Cadiz	3,020	29,983	<sup>d</sup>
Guernsey County	38,452	68,291	10
Coshocton	31,141	61,646	8
Dover	9,852	33,479	1
Belmont County	87,740	77,526	8
Holmes County	18,760	22,100	4
Perry County	28,999	48,352	9
Tuscarawas County	70,320	74,362	8
Newark	70,645	99,960	6 <sup>b</sup>
Painesville	75,979	35,458	7
Salem	12,754	45,120	2
Orrville	5,153	19,288	1 <sup>c</sup>
Jefferson County	96,495	113,367	9
Wellsville	7,845		3
Zanesville	74,535	117,000	13
Schools			9

<sup>a</sup> These figures are based on the first 8 months of 1960.

<sup>b</sup> Six months membership

<sup>c</sup> Four months membership

<sup>d</sup> Three months membership

## MARGARET MANN CITATION

Nominations are now being sought for the 1961 Margaret Mann Citation award. Librarians who have made a distinguished contribution to the profession through cataloging and classification are eligible. The contributions may have been through publication of significant literature, participation in professional cataloging associations, or valuable contributions to practice in individual libraries. Nominees must be members of the Cataloging and Classification Section of the Resources and Technical Services Division, American Library Association, but may be nominated by any librarian or ALA member.

All nominations should be made, together with information upon which recommendation is based, not later than mid-January, to the chairman of the Section's Award of the Margaret Mann Citation Committee, Wesley Simonton, Assistant Professor, Library School, University of Minnesota.

## Regional Processing for Public Libraries

EVELYN DAY MULLEN  
*Library Extension Specialist*  
*Library Services Branch*  
*U. S. Office of Education*

THIS REPORT on the published literature of the subject which has appeared since the bibliographic essays by John C. Rather<sup>1</sup> and Dorothy Bendix<sup>2</sup> is supplemented by materials on file in the author's office. The two published essays differ in that only one section of the Rather essay, which is on library cooperation, is devoted to technical processing, while the entire Bendix essay is on technical processing but in the special framework of "regional processing centers" and used the same title as the present article. Bendix comments upon the impetus given to cooperative and centralized processing by the 1956 publication of *Public Library Service*<sup>3</sup> and by the passage of the Library Services Act,<sup>4</sup> in the same year. This is borne out by the fact that, written only two years after the Rather essay, the Bendix essay duplicates only three of the items listed in the bibliography of the Rather essay. For purposes of her study, Bendix defined regional processing as "any cooperative effort which results in the centralization of any or all of the technical processes necessary to get materials ready for use in public libraries."<sup>5</sup>

Recognition of expanded activity in this field is shown by the creation of a special Committee on Regional Processing by the Resources and Technical Services Division of ALA in 1956. The functions of the Committee are to make case studies of existing regional processing centers and to develop a manual of procedure for establishing and operating such centers. This Committee was inactive from 1956 to 1958. At its Midwinter meeting in January 1959, it decided to limit its investigation to processing centers serving a group of autonomous libraries. During the ALA Washington Conference in June 1959, the Committee stated that it had identified 33 such centers in 19 States.<sup>6</sup> It is now collecting information on the legal, financial, and service organization of such centers. Snowballing interest in processing centers in 1958 encouraged this magazine to bring together with the Bendix bibliography other reports of specific projects "to demonstrate, not only the accelerated pace, but also to give some indication of the multiplicities of the variations."<sup>7</sup>

In general the references surveyed for the present report indicate that literature of the five-year period (mid 1955 to mid 1960) is largely concerned with what libraries propose to do in centralized processing and how projects are starting rather than what they have accomplished. To date only three research studies have been made, by Kenney, Capel, and Pettus.

Brigitte Kenney's *Cooperative Centralized Processing*<sup>8</sup> is a report on the Southwest Missouri Library Service, Inc., in its first year of operation, October 1, 1957 to September 30, 1958. The report by Kenney was first suggested by the Council on Library Resources, which had made an equipment grant of \$4,000 to the Center. In order to relate savings, increased efficiency, comparative costs, etc., under the Center, technical processing procedures in member libraries for the year prior to inauguration of the Center were studied and analyzed. The Center, its financial support, organization, and actual procedures and machines used are described in detail. Cost figures are given when available, but Kenney cautions against applying these figures to other situations. One chapter of the study is devoted to reviewing the effect of the Center on member libraries. Copies of the Articles of Association and of the contract between the Center and each member library are included. Kenney points out ways in which future studies could be made more valuable. Her study, a landmark in this field, is extremely valuable as a guide for planning similar centers.

Elna Capel's *Centralized Cataloging in Georgia*<sup>9</sup> describes that State's system of furnishing catalog cards to school and public libraries as a part of state aid for libraries. Clyde Pettus' "Branch Library Cataloging in Public Libraries in the Southeast,"<sup>10</sup> indicates methods of reproducing catalog cards in centralized cataloging within library systems and gives some cost estimates.

The remaining studies fall into two categories, 1) surveys of a general nature, summarizing reports, viewing activities across the country, usually identifying and briefly describing such projects, and, 2) studies consisting of reports from individual States and project areas. In surveying this material, the impression persists that the majority deal with LSA connected projects. Bendix noted the influence of LSA, and Klausner<sup>11</sup> reiterates this conclusion and comments that *Library Literature* first used the heading "Technical Processing" in June, 1958, and by September of that same year had expanded it to "Technical Services, Centralized."

In the first category noted above, centralized processing projects were mentioned in 23 of the 50 State and Territorial Plans submitted under the LSA for 1957-1958.<sup>12</sup> Some of these were extensions of already established programs such as Georgia<sup>13</sup> and Arkansas,<sup>14</sup> while others were new approaches such as California,<sup>15</sup> destined to serve as pilot projects for future developments. It should be mentioned that some programs listed did not materialize. Supplementing the official publication on LSA plans, are the articles by Karl Brown, appearing in the *Library Journal*<sup>16</sup> which carry more description of the current projects in the various States.

For the area of the second category, reports of actual projects are available, made by State library extension agencies or by the staffs of local library systems. While all are of interest, the majority make for intriguing rather than for satisfying reading because they do not supply sufficient details on how the centers are organized or operate. Frequently the plans and purpose of a centralized technical services project are barely mentioned.

There is a feeling among State library agency staffs that centralized processing is often welcomed as an entering wedge in securing greater cooperation among a group of independent libraries. Its welcome is probably due to the fact that it is a necessary but time-consuming activity and that many small libraries do not have the staff, or do not have staff sufficiently trained or experienced, to do the job. While substantiation of this is not found in the literature as surveyed here, it may be found suggested in the general literature of public library cooperation. The opposite is also true, that an earlier and successful cooperative venture, such as a film service, may encourage the same libraries to try centralized processing. The Missouri center serves here as a useful example.<sup>17</sup>

Specific reasons for planning and establishing centralized or cooperative processing are usually not given. The result most often hoped for is released staff time for other activities, especially more direct work with the public. This is mentioned by the California State Library<sup>18</sup> the Salinas-Monterey Cooperative,<sup>19</sup> the Southwest Missouri Center,<sup>20</sup> and the Eastern Ohio Center.<sup>21</sup> Missouri also comments on increased efficiency and economy in technical processing.

The legal and administrative organization of technical processing centers or cooperative schemes is not spelled out in full except by Missouri.<sup>22</sup> Sample contracts for regional processing centers are included in the *PLD Reporter*, No. 6.<sup>23</sup> Other contracts now in use are on file in the Library Services Branch, U. S. Office of Education. A discussion of the legal organization of the Library Service Center for Eastern Ohio<sup>24</sup> and relevant contracts is given in the preliminary report of the Librarian of the Steubenville Carnegie Library and is mentioned in the Ohio State Library *Annual Report* for 1958.<sup>25</sup> Mahoney<sup>26</sup> indicates that legal questions involved in financing a center for several autonomous libraries is one of the major problems of centralized processing.

The financing of processing centers is as varied as the centers themselves. It ranges from complete State support during a demonstration project (California)<sup>27</sup> to complete self-financing by member libraries as in Missouri<sup>28</sup> and Weld County, Colorado.<sup>29</sup> Partial State support is provided in Eastern Ohio,<sup>30</sup>—capital outlay funds and initial operating expenses only. State support is supplemented in Wisconsin<sup>31</sup> by a token charge of ten cents per volume from participating libraries.

The general nature of most of the material in this field has been noted earlier. References, therefore, which deal in any detail with the specific aspects of "processing"—particularly ordering, preparation for the shelves and binding—are rather limited in number and in scope. Cataloging,

especially provision of catalog cards, is a partial exception to this generalization.

In looking at the various aspects of processing in their logical order, centralized ordering or acquisitions seems to be getting increased attention. It is especially interesting to note that while mention is made of increased discounts to be secured through centralized purchasing, more emphasis is placed on the necessity for this centralization in order to secure the economies offered by centralized processing, but only when duplicate copies can be processed simultaneously.<sup>32, 33, 34, 35, 36</sup> Possible loss of independence in book selection may be a fear which is holding back centralized ordering even when its advantages are clearly seen.

Centralized cataloging is found in all of the cases mentioned in the foregoing paragraphs. The big problem here is to establish a uniform catalog policy. The question does not arise within single systems but becomes very important when a group of independent libraries join. There are signs that this may be overcome.<sup>37</sup>

The extent of "cataloging" varies greatly. The State library agencies in Georgia<sup>38</sup> and Missouri<sup>39</sup> only provide catalog cards; and in the case of Georgia, final decision on the classification is left to the local library, which also types added entries on unit cards. The Illinois State Library is now proposing such a program.<sup>40</sup> In 1959 the Ohio State Library announced a statewide cataloging and bibliographic center "which would do all the cataloging for the State Library plus cataloging for any other library, school, or public, in the State which wished to make use of the facilities at cost."<sup>41</sup> This center would not include purchasing, and arrangements were made to avoid competition with the newly established regional center in Barnesville. Six months later the State library released more information on this State center and included a tentative price list of the cataloging service.<sup>42</sup>

Preparation of books for the shelves, the making of book cards and pockets, pasting, marking, plastic jacketing, also follow along with centralized cataloging in almost all newer projects.

Methods of distributing the finished materials to member libraries is not mentioned in any great detail, and catalog maintenance<sup>43</sup> is scarcely mentioned in the literature surveyed. Only passing mention is made of processing of nonbook materials, and then only to indicate that it may be undertaken later.

Machine operations in card reproduction in the centers is frequently mentioned, but only twice is any information given as to why particular machines were chosen by the processing centers.<sup>44, 45</sup> Outside of processing centers, there have been articles on machine reproduction of cards which are applicable and useful to such centers. The use of several different machines was described and discussed at a workshop on work simplification sponsored by the California State Library in June, 1955.<sup>46</sup> Recently a college librarian has again looked at this problem of cutting time and cost in the cataloging procedure and has given attention to methods of card reproduction.<sup>47</sup> Some costs of equipment and supplies



are included in both articles, and each article has a selective bibliography.

Finally, it should be mentioned that the first manual on centralized processing was issued by a State library agency in 1959, New York's State Library Extension Division.<sup>48</sup> Over half of this manual consists of the listing of equipment and supply firms, the remainder is a brief description of policies, staff schedules, and a suggested budget for a center. Though designed for use in the library systems being developed under New York's new State aid provisions, this publication will be a useful guide for other areas. While the publication of a manual is fairly new, all of the larger regional processing centers have developed newsletters, memoranda, or other means of regular communication with member libraries, through which both general information or policy decisions may be distributed. In addition to the Library Service Center of Eastern Ohio and the Southwest Wisconsin Library Processing Center, the newly established North Carolina State Library Processing Center and the Library Services Center of Missouri, Inc., at Jefferson City<sup>49</sup> issue such publications. The Center at Jefferson City has also issued a manual.<sup>50</sup>

With impetus from the LSA and the public library standards, cooperation in technical processing for public libraries has taken a surge forward. Local and State library agencies seeking to establish processing centers—especially centers serving a group of autonomous libraries—require more detailed information than is now available. It is to be hoped that the next eighteen months to two years will see some articles on processing centers which include well-documented information on costs, both capital outlay and operating, staffing, and work loads. Also greatly needed are evaluations of the machines used by the various centers and, if possible, suggestions as to what kinds of machines best suit the work of various types of centers. Perhaps the work of the Regional Processing Committee of ALA-RTSD and of the ALA Library Technology Project may contribute to this in the coming year.

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## Centralized Processing Centers

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**W**IDESPREAD interest in regional or centralized processing has been clearly demonstrated by the demand for the Summer 1958 issue of *Library Resources and Technical Services*, which was devoted primarily to a survey of this activity. As pointed out by Esther Piercy in an editorial note, the movement was mushrooming, and there was a clamour for published material. To those of us attempting to provide information, it was evident that studies and surveys would be necessary before meaningful reports could be written. Mrs. Kenney's study of the Southwest Missouri Library Service, Inc., was published by the American Library Association in 1959, and another study bringing information up-to-date is now being made. Mrs. Kenney made her investigation at the end of the first year of SMLS operation; in the following year the center moved to larger quarters, and many procedures were changed or modified. The new survey, which is to include evaluation of the work of the center, was made possible by a second grant from the Council on Library Resources, Inc.

Although SMLS was the first processing center to be established as an independent, incorporated organization, there are many other centers operating effectively. One such is the Library Service Center of Eastern Ohio, described elsewhere in this issue of *LRTS*.

This summary will be an attempt to provide a roundup of processing centers now in operation. John Lorenz reported in the October 1960 *ALA Bulletin* that "over thirty states have centralized processing projects in many varied forms." Some of these are in the planning stage, and others are not centers actually engaged in the uniform processing of books and other library materials for a group of separately administered libraries

(the definition supplied by the Resources and Technical Services Division's Regional Processing Committee).

Evelyn Mullen, who is currently Chairman of the Committee, provided the Library Services Branch's list of thirty states mentioned by Mr. Lorenz, and inquiries were sent to the centers where centralized processing is being undertaken. Practically all of the inquiries brought replies, although several indicated that the service was in the planning stage rather than an actuality.

The most favorable climate for regional processing appears to be in New York State where recent laws provide state aid which can be used for system activity. In the regional service systems centralized processing is one of the several services provided libraries in the system. Replies from three New York regional systems—Clinton-Essex County Library Service System at Plattsburgh, North Country Library System at Watertown, and the Rochester Public Library for the Pioneer Library System—indicate quite a variation in policies and procedures in the different systems. At Plattsburgh and Watertown processing is one of the services of the system, and no separate charge is made for it. The libraries contracting for processing at the Rochester Public Library pay 50¢ for each \$1.00 spent of their book and binding budget. The kinds of systems and the services offered are not decided by the state but by local authorities. The differences are not only administrative and financial, but the services and procedures vary considerably. Rochester and Plattsburgh order books as well as cataloging and preparing them, but Watertown does not; Plattsburgh and Watertown order some printed cards as well as typing and multilithing some, whereas Rochester duplicates all cards by multilith or typewriter. They are alike in that centralized processing is being done for libraries in the region or system.

The State of Missouri has two processing centers: Southwest Missouri Library Service, Inc. in Bolivar, and the newly-established Library Services Center of Missouri in Jefferson City. A description of the former is available in the previously-mentioned study by Mrs. Kenney. The Jefferson City center was reported to have been patterned after the Library Service Center of Eastern Ohio but appears to be more nearly like the other Missouri center. Both Missouri centers are incorporated with thirteen member libraries contracting for service. There are differences, however, and those include payment for service which for SMLS is according to percent of the member library income, whereas LSCM members pay 75 cents per book processed; SMLS members order their own books for delivery to the center, and LSCM members are committed by contract to place at least 75% of their orders for purchase by the Center; SMLS uses an Elliott Addressing Machine to duplicate cards, and LSCM uses an Addressograph machine. A principal difference between the two centers relates to the method of establishment: SMLS started as a cooperative project aided by a \$4000 grant from the Council on Library Resources for the purchase of equipment, LSCM came into being through efforts of the State Librarian and LSA federal funds.

California also has two processing centers, one just getting underway as part of the recently-established North Bay System, and the other at the State Library. Both are Library Services Act projects. The processing center at the California State Library has sixteen member libraries which receive the service as a demonstration project under the Library Services Act. Before it was in operation, this center was provided with all the necessary equipment including a Flexowriter and Multilith machine for duplicating cards. As originally planned the center was under a separate administrator, but it was later reorganized and placed under the Head of the Technical Services division of the State Library. Its staff consists of one professional (the cataloger), a supervisor of processing, and seven other nonprofessional assistants. The reorganization resulted from a study of the center by Jewel Hardkopf, Library Management Consultant. In September 1959, Mrs. Carma R. Zimmerman, State Librarian, issued a memorandum on the purpose of the processing center which stated:

"We think of the Processing Center as having two goals—one for the work here in Sacramento, and one of the member libraries.

"The purpose of the Sacramento is as follows: To order, prepare for library use, and ship to member libraries, books those libraries have selected, as efficiently, speedily, expertly and economically as possible. Every part of the work done here should contribute to this goal.

"The purpose of the operation for member libraries is enrichment of library service to readers, through planned and productive use of library time formerly spent in operations now performed here, and in some cases, through more effective catalogs."

One of the areas of concern of the center besides organization was the problem of book dealers. A Book Dealer Evaluation Committee was established to make a study of dealers' services and discounts. The Committee agreed upon the following standards for use in the study:

- "1. Current trade books in stock should be shipped by the vendor within *four* full working days of receipt of order.
- "2. Books ordered as much as five weeks prior to publication should be shipped within one full week before publication.
- "3. Ordering instructions such as invoice listing, duplication of invoices, shipping instructions, method of billing should be followed as specified.
- "4. Books should be adequately packaged insuring receipt in good condition.
- "5. Incomplete items not previously noted on invoices or in correspondence will be cleared from Dealer's Outstanding Order file every *three months*.
- "6. Correspondence inquiring about orders should be answered promptly, explicitly and accurately in maximum elapsed time of *three* working days after receipt.
- "7. Level of discount offered.
- "8. Payment of shipping charges."

On the basis of points earned by the various dealers according to processing center records, the Committee recommended a dealer for the fiscal year 1960/61 for all trade books ordered through the center, excepting standing orders and prebounds. The member libraries accepted the recommendation and voted to continue the Committee for the purpose of collecting, sifting, and evaluating facts concerning the capacities of book dealers to serve the processing center. Current output and member satisfaction indicate that the reorganization and dealer study were fruitful undertakings. We shall, however, have to wait until the demonstration period is over to see if this processing center is successful in gaining support of its members to become a continuing project.

Another processing center that was established as a demonstration under the Library Services Act is the Southwest Wisconsin Library Processing Center. On the first anniversary of its establishment (February 1959) the Wisconsin Free Library Commission issued the following statement in a press release:

"THE SOUTHWEST WISCONSIN LIBRARY PROCESSING CENTER is a legally-established cooperative project between 21 public libraries and the Wisconsin Free Library Commission. It provides centralized ordering, cataloging, and processing (i. e. preparations) service for member libraries, giving greater book discounts and setting up an accurate and useful record of each library's book collection; provides a central collection of book selection aids and holds book selection meetings; and promotes other cooperative activities. Member librarians benefit from added professional service and release of time formerly spent on processing routines; the reader and the community benefit from increased time available by the Librarian to help readers. The Center is financed during its initial two years by a demonstration grant from Library Services Act (federal) funds and a token service charge paid by member libraries; it is located in leased quarters at the Dwight Parker Public Library, in Fennimore."

Equipment for the center, which included a multilith machine, was purchased with funds provided for the demonstration, and during the first few months Miss Hardkopf assisted with the organization of the operation. Although there are twenty-one member libraries, the workload of the center does not occupy all of the time of the Administrator. The staff of the center consists of one professional librarian and one clerical assistant. Besides serving as administrator and cataloger, the Center Librarian plans and conducts monthly book selection meetings for librarians of the member libraries and visits libraries on invitation to give assistance with book selection and catalog maintenance. It is, therefore, not surprising that the Wisconsin Free Library Commission considers the processing center more important as an example of cooperation among libraries than as a model of centralized cataloging and processing.

Another example of a processing center being the instrument of library cooperation is in Maryland. The Southern Maryland Regional Library Association is composed of three county libraries operating a processing center under contract which is an agreement for administrative assistance



as well. There is one administrator and one cataloger serving the three county libraries jointly. Each county has its own book budget and requires separate accounting of its funds. Each of the libraries has one bookmobile, and two of the county libraries have one branch. The processing center is located in the county library in Leonardtown and is staffed by a cataloger and typist. Salaries for personnel employed by the Association, including the Administrator, are paid by the contracting libraries on the basis of a percentage of the library budget. Since the state law requires libraries to have a professional librarian in order to benefit from state and federal funds, this makes all three county libraries eligible. While each library benefits from the services of the entire staff, the Administrator has indicated that it is the processing that is the key to the success of the Association as a regional library service area.

Centralized processing at the county level is demonstrated in another pattern in Minnesota. The Anoka County Library in Minneapolis does processing for three other libraries on a contractual basis. The processing operation at the Anoka County Library is unlike any other mentioned in this report. Besides that done for their own library, the bulk of the processing is for a new two-county system south of Minneapolis. Both systems use the Bookamatic charge card, and the embossed plastic plate for making location cards and pockets is used for catalog cards as well. The Anoka County Library receives the books ordered by the contracting library; there they are checked in and processed. No catalog cards are made although the classification and subject headings are indicated on the multiple order slip that was sent to Anoka when the book was ordered. A plastic card is embossed with the author and title entry, date and classification, and copy or accession number. A pocket and location card are imprinted, pocket pasted, call number is added if needed, and jacket and plastic cover applied. When the contracting library receives the book, the catalog cards are printed from the embossed plastic card; and necessary headings, call numbers, tracing, etc., are typed. Thus the Anoka County Library does the cataloging and preparing but does not order books nor supply catalog cards.

Another type of service is that offered by the New Mexico Library Extension Service Centralized Processing Project in Santa Fe. Books are centrally ordered for the five participating libraries, but they are delivered directly to the library requesting them. Catalog cards are prepared at the State Library in Santa Fe and sent to the libraries where the books are received and prepared.

The Cooperative Processing Center at the Nevada State Library does complete processing for the seven libraries contracting for its service. This center was started and is still financed primarily by federal funds. The participating libraries are charged 25% of the book budget for the current fiscal year for the service, which includes ordering, cataloging and preparing with plastic covers, and reinforcing for paperbounds. Printed cards are used when available, and the others are typed. The Center Librarian has clerical assistance for typing and processing and is



able to spend part of her time in consultant activities. It appears that this center is meeting a real need; for, after a year of operation, each of the six original members renewed its contract despite a slight increase in the membership fee, and another county library contracted for the service for the first time.

One of the most recently established state library processing centers is the one in Raleigh, North Carolina. The Library Services Act made possible this state program by providing the capital outlay for equipment and making grants to local rural library systems to use in paying for the service of the center. There are 42 participating libraries contracting for the service at 75 cents per volume processed. The processing center is an affiliated unit of the State Library with funds set up in a separate non-reverting trust account. Equipment for the North Carolina State Library Processing Center is similar to that used by the Library Service Center of Eastern Ohio, and the service includes ordering, cataloging (providing as many complete sets of cards as requested), and preparations (plastic covers for books with jackets).

Two states, Montana and Tennessee, are using the Alanar Book Processing Service\* instead of setting up processing centers. In Montana the State Agency has been the center for two federations using the Alanar service and has reported it as satisfactory. The Public Libraries Division of the Tennessee State Library and Archives decided to try the Alanar service on a one-year experimental basis rather than attempt to set up a processing center for the regional centers. After the first quarter with the Alanar Book Processing Service, all the regional librarians had a meeting for the purpose of discussing and evaluating the service. All were enthusiastic and wanted to continue. If the Alanar service proves satisfactory, it is likely that no consideration will be given to the establishment of a processing center.

From these brief descriptions of processing centers now in operation it is obvious that there are a great many similarities as well as many differences. This is as it should be, for the concept of library systems is basic, but the needs of the various regions vary considerably. It is probably neither possible nor desirable to attempt to set forth the best policies and procedures for all such centers. But, as we have library standards, we should be able to have standards for centralized processing. Before standards, however, we need to have facts and figures relating to advantages, disadvantages, and relative costs, which can be determined only by thorough studies and surveys. From the few facts and figures presented in this roundup it is possible to make some observations on the centralized processing "movement." Certainly the Library Services Act and consequent availability of federal funds plays a significant role. The emphasis on library systems in *Public Library Service* cannot be ignored. In the replies from the various centers there runs the theme of releasing time for better library service and the idea that processing centers are proving a

\* The Alanar Book Processing Service is that provided on a fixed-charge basis by the Bro-Dart Industries, Newark, New Jersey.

means of achieving cooperation between independent libraries. Costs are scarcely mentioned. Other questions such as the reconciliation of variations in practice from one library to another and the use of printed versus duplicated cards have not even been raised. From the reports it appears that in one instance at least (Rochester Public Library) a large library is doing the cataloging for small libraries. Nowhere is mention made of whether the same kind of cataloging is satisfactory without modification for both very large and very small libraries.\* Uniformity of practice for all libraries served by a processing center is apparent.

The chart which follows is made up from a checklist sent to the centers. Whether or not the figures are really comparable could be questioned. Some of the centers are just getting underway, and the annual budget may include capital outlay. In some instances the budget and staff are for the entire library system rather than just for processing. It is being included more as a summary of this article than as a source of reliable statistics.

### DCEPC ELECTS NEW OFFICERS

At its annual meeting at Lake Placid Club, N. Y., on October 1 the Decimal Classification Editorial Policy Committee elected Wyllis E. Wright, Librarian of Williams College, as its Chairman for a three-year term, succeeding Lucile Morsch of the Library of Congress. Mr. Wright, a past president of the ALA Division of Cataloging & Classification, brings to this post a wide background of experience. He is currently serving as Chairman of the Catalog Code Revision Committee which is working for international agreement on cataloging rules. This international experience is of great importance as the Editorial Policy Committee and Forest Press, the publishers of the Dewey Decimal Classification, are currently considering ways of making the classification of greater use throughout the world. Harriet D. MacPherson was re-elected Vice-Chairman of the Committee.

\* In a letter, dated October 20, 1960, the Director of the Monroe County Library System (Rochester), Harold Hacker, answered this question by saying:

"The Rochester Public Library does not have any major problems resulting from a need to compromise our cataloging procedures in serving suburban and rural libraries in the three-county library system. For example, we use identical descriptive cataloging cards for all libraries; we use the same subject headings for branch and town libraries although we do use more subject headings and more sub-divisions of subject headings for some of the cards in the Main Library; we use the same classification system for the branch and town libraries and usually for the Main Library as well, although there are some areas where we do extend the classification numbers in the Main Library.

"The chief problem resulting from the extension of centralized book processing services to suburban and rural libraries is the additional number of single copy orders which are not ordered from the by-weekly checklists which enable us to merge orders and use mass production techniques. There are two reasons for these single copy orders: small libraries adopt a wait-and-see policy in selecting books and order titles later than the other larger libraries; and there are more new libraries established in the suburban towns and more improvements in suburban and rural libraries involving large orders for many single copies to strengthen their core book collection. Nevertheless, just about 70% of all the books ordered by our town libraries are selected from the checklists and are processed in bulk."

Center	Participating Ls.	Basis for Participation	Book Ordering	Card Reproduction	Professional	Staff Non-Prof.	No. of Books Processed per month	Annual Budget	Salaries	Est. Cost per vol.
Clinton-Essex Co. L., Plattsburgh, N. Y.	22	Contract	Yes	LC Multilith Typed	4	10	754	\$ 83,142	\$ 48,975	\$
No. Country L. System, Watertown, N. Y.	65	Cooperative	No	Wilson Multilith Typed	2	5	1,384		25,948	1.70
Pioneer L. System,	38	Contract	Yes	Multilith Typed	7½	22½	6,118	121,454	106,780	1.65
Rochester P.L. (N. Y.) Southwest Missouri L. Service, Inc., Bolivar	14 13	Contract; in- corporation	No	Elliott Address- ing machine Addressograph Typed	1	5	4,971	25,826	16,050	.40
L. Service Center of Missouri, Jefferson City	13	Contract	Yes	Multilith Flexowriter	1	4	1,270	25,380	16,380	.75
Proc. Center, LSA, Cali- fornia State L., Sacramento	16	Informal agreement	Yes	Multilith Typed	1	8	3,261	61,086	39,812	1.30
S. W. Wisconsin L. Proc. Center, Fenni- more	21	Contract	Yes	Multilith Typed	1	1	500	16,500	8,500	2.52- 2.75
So. Maryland Reg. L. Assn., Leonardtown	3	Contract	Yes	Wilson Typed	1	part-time 2	600	10,693	4,846 (cat. & typist)	1.32
Anoka Co. L., Minneapolis, Minn.	4	Contract	Some	(Addressograph) Bookamatic	1	part-time 2				
N. Mex. State L. Ext. Serv., Cent. Proc. Proj., Santa Fe	5	Incorporation	Yes	Addressograph	1,2	1	571		5,490	
Nevada State L. Coop. Proc. Center, Carson City	7	Contract	Yes	LC Wilson Typed	1	Some				
N. C. State L. Proc. Center, Raleigh	42	Contract	Yes	Multilith Typed	2	5	3,786	32,500	20,000	.75
L. Serv. Center of Eastern Ohio, Barnes- ville	15+ 12 schools	Contract	Yes	Multilith Typed	1	5	4,000	38,000	18,000	.75- .85

## Reference Use of Canadian Documents\*

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THE REFERENCE value of any material depends on the potential demand for information in the field it covers, as well as on the quality of the work and its accessibility through catalogs and indexes. The potential demand for information is the most important factor to keep in mind in selecting from the large number of publications issued by the Canadian government. This paper covers a few documents of value in answering questions which are likely to occur in both American and Canadian libraries. Most of the documents selected concern subjects which are based on common features of geography and history, on business interests and on political and foreign affairs.

Trees and flowers, birds and fish pay no attention to our man-made borders. In the field of natural history the federal governments and state and provincial governments of the United States and Canada issue material useable in both our countries. There are a number of Canadian federal publications, comprehensive, well-illustrated, and accurate, which have reference value anywhere in the northern part of the continent. Examples are: *Native Trees of Canada*,<sup>1</sup> issued by the Forestry Branch of the Department of Northern Affairs and National Resources; *Canadian Woods, Their Properties and Uses*,<sup>2</sup> also issued by the Forestry Branch; *Birds of Canada*,<sup>3</sup> by P. A. Taverner, prepared by the National Museum of Canada, and available from a commercial publisher.

In agriculture, publications are adapted to geographical not political units. The potato fields of Maine and New Brunswick, the orchards of Ontario and Michigan, and the wheat fields of North Dakota and the Canadian prairies form agricultural units. Canadian libraries as well as American libraries have found the United States' *Farmer's Bulletins* valuable. Perhaps some of the American libraries could use the publications of the Canadian Department of Agriculture or the bulletins issued by the provincial governments, which cover almost every aspect of farming and gardening. Many of these publications are meant for the ordinary citizen, rather than the specialist. For example, the Ontario Department of Agriculture has issued especially attractive, well-illustrated bulletins on *House Plants*<sup>4</sup> and on *Common Weeds of Ontario*,<sup>5</sup> as well as some of the best free cook books such as *Let's Cook it Right*,<sup>6</sup> and *Potatoes Every Day*.<sup>7</sup>

\* Paper presented at the Joint Meeting of the ALA Reference Services and Resources and Technical Services divisions, Montreal, June 22, 1960.

It is a commonplace to say that Canadian history and American history have been interwoven from the earliest times, but applied to government publications the statement has definite significance. It suggests that American and Canadian federal and also state and provincial publications, brought together, will provide extensive information on subjects such as Indians, early exploration, and settlement of this continent.

A number of Indian tribes were common to both countries such as the Algonquian stock on the Atlantic seaboard and the Iroquois of New York State and Ontario. Canada on the whole has had a tradition of peaceful relations with the Indian tribes living within her borders, and the government has issued a number of scholarly, sympathetic studies of Indian life, valuable for reference work such as *The Indians of Canada*,<sup>8</sup> by Diamond Jenness from the National Museum of Canada. Dr. Marius Barbeau, an outstanding ethnologist, has written extensively on Indian customs. Among his best-known works are *Totem Poles*,<sup>9</sup> 2 volumes, 1950, and *Haida Myths*,<sup>10</sup> 1953, both published by the National Museum.

In the seventeenth and eighteenth centuries, exploration and settlement by the rival French and English brought conflicting interests to areas such as the St. Lawrence and Great Lakes Valley and to the Mississippi Valley. Historians are interested in the maps, journals, letters and other primary source materials which have been collected, preserved, and sometimes published by governments of both countries. The Public Archives of Canada and the archives of some of the provinces, especially Quebec, have large collections of manuscripts relating to the early period and have been active in publishing them. The Public Archives of Canada has issued a series of inventories and calendars of its holdings, as well as printing many documents in full. One of its recent publications is a bibliography of *Sixteenth-Century Maps Relating to Canada*,<sup>11</sup> which is of value for any work on early exploration in North America.

For the history of more modern times, publications which record the proceedings of the Canadian government are essential for research in political and foreign affairs. Such publications include the journals of the House of Commons and the Senate, the debates, statutes, and departmental reports. The *Debates of the House of Commons*<sup>12</sup> give a word by word account of what has been said in Parliament, more reliable than the re-telling found in any newspaper on either side of the border. Not only the current issues of such publications are of value, but complete files are important for research in Canadian political history and foreign relations. If the Canadian government with its numerous, frequently-changing departments and bureaus is confusing, there is an up-to-date guide *Organization of the Government of Canada*.<sup>13</sup>

From the days of the fur trade, business in our two countries has been closely related, but never before so involved as it is at present. American investment in Canada and statistics of trade across our borders have reached figures so great that they have lost all meaning for the average person. Interest centers around such things as iron ore from



Labrador, gold from Ontario, Quebec, and British Columbia; oil from Alberta; and exports of newsprint paper, wood pulp, and agricultural and manufactured products. American investors need not only statistical material but geological and mining maps, and reports such as *Geology and Economic Minerals of Canada*,<sup>14</sup> issued by the Geological Survey.

The United States as a market for Canadian goods interests Canadian business men, and Canada as a market for American goods interests American business. Many American companies find that Canada is their best customer, many establish branches here. The study of Canada as a market is dependent on government reports on population, income, labor force, industries, in fact on all the factors which added together influence a Canadian woman to buy a New York hat, or a Canadian transportation company to buy an American bus. Material from the Department of Trade and Commerce, especially from the Dominion Bureau of Statistics, is essential for any library serving business interests.

Publications of the Dominion Bureau of Statistics are important for reference work, not only in business but in almost every aspect of Canadian life. Since they are to be the subject of a paper by Mr. Rowbottom, they are not discussed here, but no one could speak of Canadian reference works without mentioning the *Canada Year Book*<sup>15</sup> which is issued by this Bureau. It gives fairly detailed summaries of Canadian statistical information as well as much miscellaneous material relating to Canada. Even the more popularly-written annual called *Canada, the Official Handbook of Present Conditions and Recent Progress*<sup>16</sup> offers good information about the country in a very attractive format.

The new *Atlas of Canada*,<sup>17</sup> a large, detailed, \$25.00 atlas, published in 1957 by the Department of Mines and Technical Surveys, would be valuable in all libraries where questions occur relating to any aspect of Canadian life. Maps cover subjects ranging from "Wind and Sunshine" and "Length of the Growing Season" to "Industrial Minerals" and "Public Libraries, Museums and Art Galleries."

The next example of Canadian government publications is from quite a different field, bibliography. In the last few years librarians have realized, more and more, the place of bibliography in reference work. Complete national bibliography as a basis for universal bibliography is constantly under review.

In a country such as Canada, with a great area and a comparatively small population, the compilation of current national bibliography is not likely to be a commercial success. As a result, it has been done mainly by public organizations, first by the Toronto Public Library, now by the National Library which took over the task in 1951. *Canadiana*,<sup>18</sup> published monthly by the National Library, lists, with a few minor exceptions, all current Canadian publications, including books produced commercially, society publications, and all dominion and provincial government documents. Trade publications are arranged by subject with a good index, government documents by issuing agency.

*Canadiana* is one of the most-used government publications in a



Canadian reference library and should be valuable in large American public libraries and all university and college libraries.

As a final example of the reference value of Canadian government publications, there is an especially timely subject, travel information. In this summer season, even in the smallest libraries, there are questions about roads, fishing, summer hotels, and camp sites; and some of these questions concern Canada. Every year millions of Americans cross the border for holidays short or long. The Canadian government maintains the Travel Bureau, and all the provinces have travel information sections which are listed in the *Canada Year Book* (1959 edition, page 1210). From these bureaus come road maps and information on national and provincial parks, fishing, hunting, canoe routes, and places to stay. Many of the publications have colored illustrations of the outstanding tourist attractions and are valuable guides in holiday planning for the people who use our reference libraries.

There is little reference value in material, however good, unless it is indexed and easily findable through catalogs and checklists. Before 1951, the catalogs and guides to Canadian government publications were poor, but for documents of the last decade they have been excellent. The Queen's Printer issues daily,<sup>19</sup> monthly<sup>20</sup> and annual catalogs covering all federal government publications, with full ordering information. In addition, *Canadiana*, the current Canadian national bibliography as mentioned before, includes both federal and provincial government publications. Some Canadian documents are included in American indexes such as *PAIS* and the *Bibliography of Agriculture*. Several thousand are entered in the Library of Congress printed catalogs.

Only a few of the fields in which Canadian government publications may be of value in both American and Canadian libraries have been covered. Many of these publications are packed with information; but because they are not accompanied by high-pressure salesmanship, they escape the notice of the people who could use them, even of the librarians who are attempting to build up collections in these subject fields. Canadian government publications are among the best and cheapest reference materials available on subjects relating to the northern part of the continent.

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## Acquisition of Canadian Provincial Government Documents\*

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EVERYONE knows that the individual States of our great neighbour to the south are closely-knit, integrated, joyous components of the greater whole. Everyone knows that the ten Canadian provinces always look to Ottawa for example and advice while living together in a perfect harmony unbroken since Confederation. Everyone knows that the moon is made of green cheese manufactured through an advanced technical process discovered in the U.S.S.R. and that it is in reality an emergency ration depot for the next summit meeting. And if we know these things, then we should know that in discussing Canadian provincial documents we are dealing with "a riddle hidden in an enigma."

\* Paper presented at the Joint meeting of the ALA Reference Services and Resources and Technical Services divisions, Montreal, June 22, 1960.

But—to the more serious. It is quite impossible to appreciate the dynamic of a province without an understanding of its current documents. The government publications in a province pretty well reflect the state of the provincial economy, the public programs underway, the temper of the legislature, and the morale of the civil service. As a matter-of-fact, with the well-known propensity of provincial governments for establishing Royal Commissions on all manner of subjects, it is safe to say that no author could write a good historical novel set in any one province without access to the provincial documents. And no thesis writer would be considered erudite had he not fifteen footnotes per page, each referring to a government pronouncement.

Perhaps this is the time and place to define "provincial government documents." There can be various valid definitions. I prefer this one: "A provincial government document is an original work printed for distribution under the authority or with the concurrence of that government."

This draws a distinction between government documents and government records. The records are the working papers created in the administration of public affairs by a government. They are not printed. The documents usually arise out of the records, and they are printed for distribution. The documents will be of great interest to the librarian; the records will interest the Archivist. The librarian, however, is aware that government documents are the end product of legislative, executive, judicial, and administrative processes. This is certainly true of the ten Canadian provinces.

In the provinces the legislative arm gives us documents associated with provincial elections. Also, it gives us the Standing Orders of the Assembly, Votes and Proceedings, Routine Proceedings, and Orders of the Day, Journals, Bills, Statutes, and reports of Select Special and Select Standing Committees where printed. Finally there is the provincial hansard, the transcript of debates, where this is recorded and published. In the main the documents pertaining to elections can be obtained from the Chief Electoral Officer of the province. Documents arising from the activities of the provincial legislature may be requested from the Clerk of the Legislative Assembly. Statutes and copies of printed Bills are usually obtainable from the Queen's Printer in the capital city of the province concerned. Statutes may be sold or offered on reciprocal exchange.

The executive arm is not a prolific producer of documents, but those printed are of prime importance. The executive publishes the official gazette which contains orders-in-council, regulations, appointments, and official notices. The Queen's Printer prints and distributes the gazette. The executive arm normally publishes reports of Royal Commissions and Special Commissions. Frequently these reports contain the proceedings as recorded verbatim. The office of the Clerk of the Executive Council is, in many provinces, the distributor of Commission reports.

In Canada the judges are appointed by the federal government, while the provinces provide court houses, court facilities, and court officials. The judicial arm produces many records but few documents. The Rules

of Court are printed. Hearings under such quasi-judicial bodies as Labour Relations boards, Oil and Gas Conservation boards, and Highway Traffic boards are usually recorded and the proceedings printed for limited circulation. There are few if any annual reports.

The administrative arm is the great producer of documents. The political platform of the party elected is translated into law through the legislative and executive processes. The judiciary is concerned with the actions of citizens and of incorporated bodies *vis a vis* the law. The administrative arm of government is that arm which administers governmental policy and those day by day activities necessary if statutes and regulations are to be translated into working programs.

Governmental policy in traditional fields is administered through departments set up by statute. In newer, more specialized fields, boards and commissions may be set up to carry the administrative responsibility. In fields where monopolies seem inevitable, or where the public welfare is deeply affected, or where private enterprise is not attracted because of low rates of return but where services are socially desirable, crown corporations may be set up to carry out and administer government policy.

It is customary for traditional departments, commissions and crown corporations to report to the Legislature annually, at each session. This is done in the form of printed reports tabled in the House. In addition to the annual report printed, many departments print information bulletins and booklets. This is particularly true of the departments in charge of tourist business, health matters, labour laws, and agricultural programs. The Department of Education sends out printed documents to schools and to teachers. The number of documents printed for administrative purposes in any modern government is legion.

Any collection of provincial documents worthy of the name should contain these basic types of publications:

1. Journals of the Legislature
2. Statutes
3. Gazette
4. Hansard, if printed
5. Annual reports of Departments, e.g. Agriculture, Education, Highways, Municipal Affairs, Natural Resources, Public Health, Tourist Industry, Trade, etc.
6. Public Accounts
7. Estimates
8. Information bulletins published by Departments of Agriculture, Education, Natural Resources, Tourism, Trade, etc.
9. Royal Commission reports
10. Crown Corporations reports.

These documents give a fairly complete over-all view of the economic, political, and social life of the province. They are readily obtainable in the main and can usually be obtained free of charge to libraries.

There is a two-way responsibility in the field of document collection.

On the one hand there is the responsibility of a government to make public documents available, cheaply, readily, and in good order. On the other hand there is the responsibility of a library to make documents available to researchers and to the interested lay persons. How do these responsibilities mesh?

There are, I think, three essential elements of good document management. It is the responsibility of the issuing government to meet these standards. One element is the centralization of printing by a government printing office. This will effect economies and eliminate the confusing lack of continuity that is the principal difficulty in handling government documents. A second essential is centralized distribution for sale or exchange since this makes the documents more readily accessible. Everyone knows of Her Majesty's Stationery Office in London, the Superintendent of Documents in Washington, Libreria dello Stato in Rome, Queen's Printer, Ottawa. The third essential is the publication of complete bibliographies with provision for frequent supplements. Three countries traditionally observe these elements. These are Great Britain, the United States of America, and Italy. The U.S.S.R. and Western Germany have made great strides forward recently. Canada is very nearly there. But the provinces of Canada fall short of this standard.

Each of the provincial governments in Canada has an Office of the Queen's Printer, established in the provincial capital. The functions and responsibilities of the office vary from province to province. It has not yet become a firm practice that all government printing in a province be done through the Queen's Printer or the government printing office. The minimum seems to be that the Queen's Printer is responsible for the printing if not the distribution by sale or exchange of the statutes, the official gazette, the bills and journals. There are provinces where all printing contracts go through the Queen's Printer or the government printing company even though the actual printing is done by tender. This is true in Saskatchewan and in some other provinces, and there is a trend toward this practice.

The only Canadian province that make any attempt to carry out centralized distribution for exchange or free distribution is Manitoba. There, the Provincial Library sends out documents after each session to 45 libraries in Canada, the United States, and Commonwealth countries. This is done on a reciprocal basis, and provision is made by departments and agencies for the Library to receive 45 copies of documents printed. In other Canadian provinces it is the general practice for the Queen's Printer or Provincial Secretary to handle distribution of statutes, journals, gazette, —that is the legislative documents—and for each department or agency to service its own mailing list. In most provinces the basis of free distribution for the legislative documents is worked out by the Queen's Printer, the Legislative Librarian, and the Clerk of the Legislative Assembly. Usually each department head draws up his own list; the number of copies of each document printed is left pretty well to the discretion of the deputy or the agency head.



This brings us to the topic of collections of provincial government documents. What documents have been printed and what documents are available? As a general statement one could say that somewhere in each provincial jurisdiction, though not always in one place, there is a fairly complete holding of the documents of the province. Of course the history of some provinces goes back much farther than others, and consequently there is a much longer period to collect. But either in archives, or legislative libraries, or in departmental vaults there exists generally a fairly complete totality of holdings.

It is important to know what documents have been printed by the provincial government. Some of the provinces have done much patient bibliographical work in this field and have published checklists. In 1916 Ontario issued a catalogue of governmental publications, and in the near future a checklist of Ontario government publications from 1900 to 1955 is to be printed by the Ontario Library Association edited by Hazel McTaggart. In 1950 the Provincial Library of British Columbia issued *Publications of the Government of British Columbia 1871-1947*. Compiled by Marjorie C. Holmes. This was a revised and enlarged edition of an earlier work published in 1939. In 1952 the Legislative Library of Saskatchewan issued *Publications of the Government of the North-West Territories, 1876-1905 and the Province of Saskatchewan, 1905-1952*, compiled by Christine MacDonald. In 1957 the National Library of Canada published *Publications of the Governments of Nova Scotia, Prince Edward Island, New Brunswick, 1750-1952*, prepared by Olga Bernice Bishop. These are invaluable to libraries and to scholars.

It is important, also, to know what documents are being printed. That excellent publication *Canadiana* (monthly and cumulative) published by the National Library of Canada has a part of each issue devoted to the listing of current Canadian (federal) documents and another part to the listing of the publications of the ten provinces. Perhaps you know the background to this venture. In 1951 the Government Reference Libraries Committee initiated discussions with the National Library concerning the possibility of having current provincial documents listed in *Canadiana*, and the National Library agreed to undertake this additional task. The Legislative Librarian in each province undertook to encourage departments and agencies to send a copy of each document published to the National Library. The first listings appeared in 1953. This is a fine example of co-operation in the interests of scholarship. The coverage today is much better than it was in 1953 though it is still not complete. *Canadiana* gives the author, title, publishing department, size, price, and distribution. Probably three quarters of all provincial documents are listed and as orders-in-council, memoranda, phone calls, and interview produce a cumulative effect at the provincial level, the coverage will get better.

There are other ways of ascertaining what provincial documents are being printed. But this requires a check of each province. New Brunswick through its Department of Education annually produces a checklist of New Brunswick government documents received at the Legislative Li-



brary, in Fredericton, during the year. The 1959 edition was no. 5. That fine publication, the *Statistical Yearbook of Quebec*, now in its 42nd year, carries information on important documents published during the year. The Department of Travel and Publicity in Ontario publishes a *Directory and Guide to Services of Ontario Government*; Part III lists the publications prepared and distributed by the various departments. *The Canada Yearbook* each year reports the Royal Commissions and Commissions of Enquiry at work in the various provinces. *The Ontario Library Review*, which from 1948-1952 listed many provincial documents particularly those of British Columbia, now lists popular government publications for the small library. Finally, certain departments in each and every province prepare lists of publications, and these lists may be obtained.

Now let us take a quick glance at each province to ascertain the general situation there. In Alberta the Queen's Printer, Edmonton, handles sales of government documents but is not a central distributing agency. Each department generally looks after its own mailing lists for free distribution or exchange. According to Mr. Eric Holmgren, the Provincial Librarian, *Canadiana* has good coverage of Alberta publications. The Provincial Library keeps copies of the provincial documents and has the best overall collection in the province while each department keeps reserve supplies of its annual reports and other publications.

In British Columbia there is no central office set up specifically to service requests. The best approach is to write to the Queen's Printer, Victoria, B. C. Certain departments issue regular lists of publications, and each department apparently makes its own decision as to free distribution. A complete exchange has been worked out by the Provincial Library with California. By Order-in-Council ten copies of each published document must be retained, and the Provincial Library is responsible for this program. It has an excellent collection of documents. According to the Provincial Librarian, Mr. Willard Ireland, *Canadiana* has a complete coverage of B. C. documents. He adds—"The situation is rather chaotic and if through your effort aught can be done to bring order out of chaos—God Bless you!"

Manitoba has gone farther than any other province toward a centralized distributing agency, but even this is limited to 45 libraries. Outside of this arrangement, individual departments service mailing lists for free material while the Queen's Printer, Winnipeg, handles all sales. Exchange of documents can be worked out on a reciprocal basis. By Order-in-Council two copies of each published document must be retained in the Library and this coverage is good. Coverage in *Canadiana* of Manitoba documents is said to be good by the Provincial Librarian, Miss Marjorie Morley.

There is no centralized distributing agency in New Brunswick, but an interesting practice has developed. In 1956 an Order-in-Council authorized the Clerk of the Legislative Assembly to deliver to the Legislative Librarian 20 copies of each annual report as these copies are tabled in the Legislature. The Legislative Librarian then distributes copies to each

sister Legislative Library, to the Library of Parliament, the National Library, and the six New Brunswick University libraries. Two copies of each document are kept in the Legislative Library. There is no set policy for other distribution, each department presumably servicing its own mailing lists while the Queen's Printer, Fredericton, handles sales and exchanges of statutes, the gazette and the journals. According to Mr. Maurice Boone, Legislative Librarian, the coverage in *Canadiana* is good.

There is no central agency for distribution of government documents in Newfoundland according to Miss Elizabeth Jeffers, Legislative Librarian. Departments look after individual lists. The Queen's Printer, St. John's, apparently does not look after all sales or exchanges of statutes and journals. The Department of Provincial Affairs is required by statute to acquire three copies of each government document published: one copy is deposited in the Legislative Library, one in the Archives, and one in the Gosling Memorial Library, St. John's; but the Department experiences some difficulty learning of all publications. The coverage of Newfoundland documents in *Canadiana* is reported to be incomplete by Miss Jeffers.

Nova Scotia has no centralized distributing agency for its government documents. Individual departments maintain mailing lists. The Provincial Secretary is the department responsible for deciding the basis of exchange of documents and the merit of requests for free service. According to Miss Shirley Elliott, Legislative Librarian, there is no provision made to ensure that copies of Nova Scotia documents are preserved though the whole system of preservation and distribution is under review. The Library itself and the Nova Scotia Archives have good collections. According to Miss Elliott *Canadiana* coverage is "fair" for Nova Scotia.

While there is no central agency for servicing requests for the provincial documents of Ontario, the Queen's Printer, Toronto, does and will pass on requests to the issuing agency. The classes of persons and institutions afforded free copies of statutes are set out by Order-in-Council. Certain departments of the Ontario government prepare printed annual lists of publications but all agencies do not. Copies of Ontario publications are preserved by the Clerk of the House and by the Provincial Archivist. Mrs. Mildred Fraser, Legislative Librarian, ventures a guess that the coverage of Ontario documents in *Canadiana* is "sketchy".

In Quebec, the individual departments maintain mailing lists and each department decides on the merits of applications for free documents. Usually there is a reciprocal exchange. Some, but not all, departments prepare printed lists of publications issued. The Legislative Library keeps copies of all documents. According to Mr. Jean Charles Bonenfant, Legislative Librarian, *Canadiana* carries "very good" coverage of Quebec provincial documents. There is some thought in Quebec of the Queen's Printer Department organizing to take charge of the distribution of all provincial government publications.

Prince Edward Island has no centralized distributing agency, but the Department of the Provincial Secretary will forward requests to the proper

department. The Provincial Secretary maintains a mailing list for legislative documents and these are sent out free on a reciprocal basis. Collections of provincial documents are maintained in the Legislative Library and in the Department of Provincial Secretary. Miss Jean C. Gill, Librarian of the Legislative and Public Library, Charlottetown, feels that *Canadiana* coverage for P.E.I. documents is "fairly complete."

So we come to Saskatchewan, the hub of the universe. But Saskatchewan has not a central agency for servicing requests or for distributing documents. It is true that the Queen's Printer does handle sales, gifts, and reciprocal exchanges of statutes, journals and other legislative documents. Individual departments maintain and service mailing lists. Saskatchewan is strict in the matter of preserving provincial documents, and seven copies of each item printed go to the Legislative Library. Two copies are passed on to the Provincial Archives. The Legislative Library is happy to pass on requests for documents to the appropriate departments; and it makes an earnest effort to see that representative libraries in Canada, the Commonwealth and the U.S.A. get on the free list. I think that Saskatchewan gets pretty nearly complete coverage in *Canadiana*.

This review indicates the rather chaotic condition of document management in the provinces. But there are signs that the picture may improve. The fact that we are aware of the need is a beginning; that legislative librarians have already begun a program of co-operation and standardization to bring about an improvement is significant. The Queen's Printers from the provinces will be meeting again this year and they, too, are concerned that more uniformity come about. Another decade will see a great improvement.

I have not been able to tell you where you can find information on every provincial document printed. I haven't even been able to tell you where to write to get information. You see—I don't know myself. But I can tell you this. If you have access to such a ready reference book as the *Canadian Almanac* you are on the way to success. This book lists the departments of government in each province. And if you have access to *Canadiana* published by the National Library of Canada, Ottawa, you are well served. One must remember that the Queen's Printer is the man to write to for information on statutes, bills, and gazettes. The Tourist Bureau is the answer to requests for information on game laws, parks, historic sites, etc. The Votes and Proceedings (obtainable from the Legislative Assembly office) of each Assembly will list annual reports as they are tabled. And when in doubt, write to the Legislative Librarian of the province. This officer will send on your request to the proper department, and this will save you much trouble. Of course it will cause some trouble to my colleagues, but I know them and I know they will be pleased to help you.

## United States and Canadian Government Documents on Microforms\*

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THE SUBJECT of government documents on microforms is one which I feel should be discussed more fully than it has been in the past, because both aspects of the subject—government documents and microforms—in themselves still present problems for libraries and their users.

There is a continuing interest in the problems of government documents. The public today not only asks more of its governmental authorities, it wants to know what they are doing. Government documents, which report on the myriad activities of past and present governments, are increasingly important in scholarly and popular research and are becoming part of the collections of more and more libraries. It is only natural, therefore, that librarians have looked to the microform technology to seek solutions to some of their government documents problems.

Microform technology, however, has its own problems. There is still no firm agreement among librarians as to the most suitable microforms for various library materials, despite the fact that microfilm has been used in libraries for some 25 years and micro-opaques for some 15 years. In some ways this is to be expected, since each microform has technological and economic characteristics which suit it for a particular form of material or library use.<sup>1</sup> It seems to be generally recognized now, for example, that microfilm is the best microform for the preservation of newspapers, but there is not the same agreement for many other forms of material. Government documents, for example, are preserved in various microforms;<sup>2</sup> in some instances, the same government serial is reproduced on as many as three microforms. Here again, however, this may not be bad in itself, since each microform or each project may serve a different library purpose. The essential points are: microforms are here to stay; they have an applicability to government documents; there are still problems to be resolved and there is at present no agreement as to the most suitable microform for government documents.

Before proceeding further, one word of explanation is appropriate. Government documents considered here are of the published (printed or

\* Paper presented at the Joint meeting of the ALA Reference Services and Resources and Technical Service divisions, Montreal, June 22, 1960.

processed) variety. Archival materials are not generally considered, even though they are governmental and microtechnology has been used for their reproduction. Nor have I discussed here the application of microforms to the field of "information retrieval," where a number of microform technological developments have been made. This paper is limited to consideration of the microreproduction of the whole publication.

### *Present Situation*

Government documents on microforms are now available from a number of commercial and governmental sources, in the major microforms, and are produced to serve a variety of purposes. Some of these purposes include:

1. *Preservation:* Microforms are used to preserve material which is valuable but in danger of physical harm from continued use in original form, or to replace material on inferior paper which is deteriorating. This is an important consideration for certain government publications, such as older reports, processed publications, and official gazettes.

2. *Space saving:* All microforms reduce the amount of space needed to store publications.

3. *Acquisitions:* Microform technology has made possible the reproduction, at a reasonable cost, of material not readily available in original form. This can be an important consideration for government publications since they are often printed in a limited number of copies and are not always available through normal channels of acquisition. This is also a consideration for filling gaps in library sets.

4. *Original publication:* In some instances microforms are used as the original form of publication of some government documents, particularly technical reports.<sup>3</sup>

5. *Interlibrary loans:* Microforms can be used as substitutes for the loan of original documents. These would usually be short-run microfilms (or other photocopies).

In most projects for government documents on microforms, there is an interrelationship of these purposes.

I know of no consolidated, current list of all United States and Canadian government documents on all of the microforms. While I do not propose to present such a list now, I would like to review the major projects for the microreproduction of these materials. (Note: sources for these microforms are indicated by a brief name in the text; a list of sources by full name and address follows at the end of the paper.)

*United States Government Publications on Microprint.* The most widely-known and most comprehensive of the projects for reproducing current government documents on microform is that in which the majority of United States Government documents are reproduced on Microprint (Readex).<sup>4</sup> This project reproduces the United States Government documents which are listed in the *Monthly Catalog* of the Superintendent of Documents, dividing them into two large series: depository documents



and non-depository documents. (There has been a recent announcement that documents of individual agencies can be obtained separately.) The set of depository documents begins with 1956; the non-depository set begins with 1953. Although it is claimed for this project that it includes all publications of the United States Government, it is known that there are publications which are not reported to the Superintendent of Documents and thus are not included in the Microprint sets. This project serves the purposes of preservation, space saving, and acquisitions.

*United States Congressional Documents.* The various documents of the Congress of the United States have been popular material for reproduction on microforms, both for current and older documents. The publications reporting on the activities of the Congress—*Annals of Congress* (1st to 18th Congresses), *Register of Debates* (18th to 25th Congresses), *Congressional Globe* (23rd to 42nd Congresses), and the *Congressional Record* (43rd Congress to date)—either have been reproduced or are being considered. The earliest of the titles are available on both microfilm (Univ MF) and Microcards (Microcard F), while recent years of the *Congressional Record* may be obtained separately on microfilm (Univ MF) or on Microprint (Readex).

In recent years, complete sets of hearings, reports, and committee prints have been microfilmed (Univ MF) as a project. Committee hearings and committee prints are offered currently on Microprint (Readex). Many hearings and reports for earlier periods have been microfilmed by different libraries to fill specific needs. These are listed generally in the *Union List of Microfilms*.<sup>5</sup> In many instances, the microfilms were made from unique copies of hearings.

Another extensive project is the Microprint (Readex) edition of the U. S. Congressional Serial Set. Beginning with Serial number 1 (1817), the project now offers volumes up to Serial number 687 (1853), with definite plans to continue publication at least to the close of the Civil War and possibly beyond. Related to this set is the Microprint (Readex) edition of the *American State Papers*, volumes 1 to 38, 1789 to 1838.<sup>4</sup>

*Foreign Activity Reports.* Publications concerned with the United States' foreign interests have also been popular for microreproduction. This is an area in which much archival material has been microfilmed, chiefly by the U. S. National Archives. In addition, microfilming (U. S. Dept. of State) has been extensive for *Research and Analysis Reports* produced during World War II by the Office of Strategic Services. More recently, the summaries of foreign radio broadcasts and summaries and translations of the foreign press have been microfilmed and are available from the Library of Congress. The *Bulletin* of the U. S. Department of State is offered on microfilm (Univ MF); it is also included in the Microprint (Readex) set, along with other current publications of the Department of State and related agencies.

*Technical Report Literature.* Since technical report literature has grown up during the period of microform growth, it is not surprising that much of the report literature of the United States Government would ap-



pear on microforms. Microcards have been used extensively as a means of original publication for a number of such technical reports, particularly those of the Atomic Energy Commission (Microcard F) and the Armed Services Technical Information Agency.<sup>3</sup> Some published report series have also been reproduced on Microcards, Microprint, and microfilm.<sup>6</sup> A large body of technical report literature and governmental translations is in the custody of the Publication Board Project at the Library of Congress, from which documents may be obtained in the form of microfilm or photoprints.<sup>7</sup>

*Patent Literature.* The basic patent serial, the *Official Gazette* of the U. S. Patent Office, has been microfilmed (Micro Photo) for a short period in the late nineteenth century (1872-1889), and from 1920 to date. It is also available on Microcards (Godfrey) from 1950 to date and on Microprint (Readex) from 1956. Individual chemical patents are available on Microcards (Godfrey) currently and for several years past, while current chemical patents are also available on roll or unitized microfilm (Univ MF). Both U. S. and Canadian patents concerned with paper and pulp are being prepared on Microcards (Institute of Paper Chemistry). Other categories of patents are still under consideration for Microcards.

*Legal Publications.* More and more legal publications are appearing on microforms, with a number of government documents included. Reports of legal and administrative decisions for courts and regulatory agencies (some defunct) of the U. S. Government have been microfilmed (see the *Union List of Microfilms* and supplements). A number of volumes of U. S. Supreme Court *Reports* are offered in a Microlex edition, and volumes of the *Reports* on the U. S. Court of Claims on Microcards (Bender). *Records and Briefs* of the U. S. Supreme Court have been microfilmed (Legal Microfilm) from 1938 to 1947, and are on Microcards (Bender) since 1948. The *Federal Register* is another serial in several forms: it has been microfilmed since 1936 (U. S. National Archives), on Microcards since 1951 (Godfrey), and on the Microprint (Readex) set since 1956.

*Bibliographic Government Documents.* A number of government bibliographies have been reproduced on microforms, such as: the Superintendent of Documents' *Catalog of the Public Documents*, volumes 1-15 (1896-1921), on Microcards (Canner); the *Index-Catalogue of the Library of the Surgeon-General's Office*, 1880-1948, on Microprint (Readex); *Nuclear Science Abstracts*, 1948-1956 on Microcards (Canner); and a number of others, including some of the bibliographies of the Library of Congress (many of these smaller bibliographies are on microfilm).

*Miscellaneous United States Documents.* A review of the available catalogs and lists reveals that there are a number of other United States Government documents on microforms. Both publications and archival materials of some of the defunct and emergency agencies have been filmed, as have a number of early census documents (many archival in nature). The New York Public Library has microfilmed certain military publications of the Second World War period, such as unit histories and camp

and unit newspapers. Since most of the miscellaneous projects are on microfilm, the best listing is found in the *Union List of Microfilms* and its two supplements.

*Canadian Government Documents.* It appears from available sources that relatively few Canadian Government documents have been reproduced on microforms, except for archival documents. With the exception of some legal series, the majority of Canadian Government document microforms are microfilms which have been prepared for a specific library use (see the *Union List of Microfilms* and supplements). Many of these are important source materials, but few have been produced on a broad project basis. One example of a broader perspective in filming has been a recent Library of Congress project offering a positive microfilm of 152 of the 300 *Submissions* to the Canadian Royal Commission on Canada's Economic Prospects (appointed in 1955). The *Submissions* filmed were those which had not been available for distribution to libraries in original form.

#### *Future Developments*

A review of the present state of government documents on microforms leads logically to thoughts of the future. In spite of all the present activity, however, the future is somewhat obscure. This obscurity results from lack of agreement on materials and microforms, lack of standardization, and possible technological changes.

*Lack of Agreement.* Lawrence S. Thompson, writing in *Libri* in 1958 on "The Microfacsimile in American Research Libraries," deplored the lack of planning in American microform publishing.<sup>2</sup> Efforts to improve this situation are evident in the establishment of the Subcommittee on Micropublishing Projects of the ALA's Resources and Technical Services Division and comparable committees in other library organizations. But to what extent is planning possible and desirable? In the first place, complete planning—that is, regulation—is not possible. So long as we have our systems of free enterprise, any library or commercial concern is free to engage in whatever microform projects seem to have value or appeal. If the same material is reproduced on more than one microform, the customer is free to choose the form which best suits his budget and his purpose. In the second place, complete planning may not be desirable. While we may deplore the lack of planning behind much of this activity, we must recognize that the microform technology has made it possible for scholars and libraries to obtain a useable reproduction of almost any government document which exists in libraries or archives, and to obtain this reproduction at a reasonable cost. This, in itself, is a great advance in the past 25 years. For much short-run microform work, therefore, duplication may be less costly than an elaborate system of bibliographic controls which, at best, could reduce costs by only a small percentage.

Despite the fact that complete planning is not possible and may not always be desirable, there might be considerable advantage to libraries in acquiring, housing, and servicing government documents if some coopera-

tion could be achieved. One of the best illustrations of this problem has come during the recent considerations of a revision of the United States Government document depository library system. The American Library Association has urged the United States Congress to revise the basic laws relating to depository libraries. In the course of preparing the necessary Congressional bill for enactment, the Congressional Committee consulted with representatives of the ALA and held hearings at which many librarians testified to the need for changes.<sup>8</sup> One of the points raised was the high cost of preserving sets of depository documents, particularly after the period of heavy use had passed. Many witnesses requested relief from this problem through a provision that microforms could be substituted for original copies. The Superintendent of Documents in his testimony stated that it is now his practice to permit libraries to make microform copies for themselves, but the proposed depository library bill goes further and makes it permissive for the Superintendent of the Documents to make such copies available to libraries.<sup>9</sup> The objection of the Superintendent of Documents to the plan to provide microforms was phrased in the following terms:

As there is no agreement among librarians of preference among several highly competitive microreproduction processes and no standardization as yet in this field, it appears that the subject is one of such importance and complexity as to merit further study.<sup>8</sup>

No final action has been taken on the depository library bill, nor is any likely this year. Although this is a relatively small aspect of the depository library bill—and one not likely to cause any filibusters in the Congress—it is still an important matter for librarians in the United States who should be taking steps soon to help in the decision as to whether they want these important and bulky collections on microforms and, if so, in which form. Canadian librarians with large depository sets of Canadian Government documents are undoubtedly as interested as United States librarians in these microform developments.

Choice of suitable microforms for particular categories or titles is difficult to make since there is a definite economic basis which often takes into consideration the potential sale. Cost of a microform edition, however, should be but one of the criteria used by librarians in deciding these matters. Micro-opaques, for example, still have a limitation in that they cannot be reproduced readily; microfilm can be copied more readily, but requires photographic facilities or the use of a special reader-printer machine. These may be significant considerations if the library wants to substitute photocopies in lieu of lending originals or unique microform copies. There is still a further complication in the problem of choice of form: there are important microforms (such as microfiche) which are not used to any extent in the United States for government documents.

*Lack of Standardization.* If there were wider agreement as to which government documents should be on microforms and wider agreement as to the forms, there might be greater standardization in projects, in read-

ing equipment, and in library uses of microforms. A further need for standardization is in locating complete files for microreproduction. The commercial producers of government documents on microforms have done a creditable job in producing complete files, but not all library microreproduction projects have been produced as carefully. This is particularly true when a library decides to reproduce its own holdings as a means of preservation or to save space. Since the primary intent is to take care of a local situation, the broader needs of other libraries are not considered fully. When such projects are publicized, however, other libraries may wish to take advantage of work already accomplished. If complete files are not filmed in the first instance, other libraries must repeat the work or adapt the film for their purposes—either choice involving extra expense and effort. A further serious aspect of this lack of complete preparation is the fact that microfilm at present is the basic for most other microreproduction processes and, once produced, could serve a variety of purposes.

*Technological Change.* A final reason for the obscurity of future developments is the matter of technological change. Based on past experience, there is every reason to assume that further technological changes will occur in the field of microreproduction. What effect these might have upon government documents on microforms is impossible to predict. One recent example is the development of the electrostatic process, which has made it possible to reproduce documents available in a limited number of copies—such as technical research reports—through microfilm into hard copy at low cost. A more recent refinement of this process eliminates the microfilm. Technological changes will affect directly the development of microforms in the next decade.

Future developments may be obscure, but it is certain that microforms will continue to be utilized for reproducing government documents. The question for the future is how to organize this microform effort so as to assure some degree of standardization and to achieve some measure of agreement among librarians as to the most important material for microreproduction and the type or types of microforms they want.

#### SOURCES FOR MICROFORMS MENTIONED IN THIS PAPER

Bender	Matthew Bender and Co., Inc. 255 Orange St., Albany 1, N. Y.
Canner	J. S. Canner and Co., Inc. 618 Parker St., Boston 20, Mass.
Godfrey	Godfrey Memorial Library Middletown, Conn.
Institute of Paper Chemistry	Institute of Paper Chemistry Appleton, Wisc.
Legal Microfilm	Legal Microfilm Association University of Michigan, Ann Arbor, Mich.

Library of Congress	Photoduplication Service Library of Congress, Washington 25, D. C.
Micro Photo	Micro Photo Inc. 1700 Shaw Ave., Cleveland 12, Ohio
Microcard F	Microcard Foundation 901 26th St., N.W., Washington 7, D. C.
Microlex	Microlex Corporation 1 Graves St., Rochester, N. Y.
Readex	Readex Microprint Corporation 115 University Place, New York 3, N. Y.
U. S. Dept. of State	U. S. Department of State Library Division, Washington 25, D. C.
U. S. National Archives	National Archives and Records Service Washington 25, D. C.
UnivMF	University Microfilms, Inc. 313 N. First St., Ann Arbor, Mich.

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## Studies and Surveys in Progress

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### *Development of Library Binding Specifications*

The American Library Association and Special Libraries Association are the joint sponsors of a study directed toward the improvement of performance standards for library binding. The study is being financed by a grant from the Council on Library Resources, Inc.

In announcing the plans, David H. Clift stated that "more than \$7,000,000 is spent annually for binding by American libraries. In view of the size of this expenditure, specifications designed to facilitate getting the best binding appropriate to particular needs at minimum cost are essential."

The first step in the study will be to determine the needs for which library binding is performed and the physical characteristics of the bindings which will meet these needs. A two-man team composed of Stephen Ford, Head of the Order Department, University of Michigan, and William Foley, Manager of Printing and Binding Services, University of California at Los Angeles, will visit representative libraries of various types to collect data on varieties of binding requirements and to establish the principal categories to be covered by separate binding specifications. William J. Barrow, restoration expert at the Virginia State Library, Richmond, will serve as consultant. The first phase of the study will conclude with the development of a testing program for the establishment of performance standards for each of the principal categories of binding identified. This program will serve as the agenda for future phases of the study.

The study will be conducted under the direction of ALA's Library Technology Project, with advisory assistance from the ALA Bookbinding Committee together with representation from SLA.

### *Life Extension of Commercial Book Papers*

The life expectancy of commercial book papers may be increased from a present range of approximately 50 years to one of 400 years or more. Specifications for the paper, which when commercially manufactured should come within the medium price range, are described in *The*



*Manufacture and Testing of Durable Book Papers*, a report prepared by Randolph W. Church, Virginia State Librarian, which describes the investigations of William J. Barrow, a well-known expert in various aspects of paper and ink. The report is being distributed to leaders in the paper manufacturing, publishing and library fields. Mr. Barrow's investigations have been financed by grants from CLR (see *LRTS*, Fall 1959 issue for additional information).

The Barrow-Church report states that "The specifications include initial strength of fold and tear, acceptable deterioration of fold and tear under artificial aging, and minimum acidity. To meet these specifications it appears necessary that papers contain a high percentage of long and stable fibers and be sized with a material compatible with alkalinity. It also appears desirable that they be filled with an acid buffer such as calcium carbonate."

Two commercial papers were made for the project. Both met the specifications and were within a medium price range.

#### *Bibliographical Control of Microforms*

The Association of Research Libraries was the recipient of a grant from CLR in March, 1960, for a study of the bibliographical control of microforms. The study was conducted by Wesley Simonton, assistant professor of library science, University of Minnesota, aided by an advisory committee.

Microcopy increasingly presents in miniature form, on film or cards, material which has existed in other forms, including books, manuscripts, periodicals, and newspapers.

The study covered the major problems involved in the use of microcopies in libraries: the means by which the existence of microcopies of particular works becomes known since microcopies are rarely listed in the same bibliographies in which originals are listed; the unavailability of information regarding the existence of a photographic negative from which other users could obtain copies cheaply; unnecessary costs to libraries because of inadequate cataloging, lack of uniformity in cataloging, and waste of effort through repetitive cataloging because material was not cataloged when microfilmed.

Mr. Simonton made a progress report at the Montreal Conference; a full report on the study will be prepared for publication.

#### *Coordination of Scholarly Photocopying Projects*

An inquiry into the bases for planning microfilming and other scholarly photocopying projects has been undertaken by the American Council of Learned Societies under a grant from CLR. The principal investigator is Lester K. Born, Head, Manuscripts Section, Descriptive Cataloging Division, Library of Congress. Dr. Born will be assisted by an advisory committee.

The report is expected to feature proposals for general principles and standards for photocopying projects and a discussion of the problems in-

volved in foreign acquisitions. The report will probably contain lists of foreign collections that should be copied in the interest of research programs in American universities with suggestions for priority.

It is anticipated that coordination, which is felt to be particularly urgent in view of the scholarly community's increasing enthusiasm for microfilming projects, will lead to the identification of those projects which promise the greatest good for the greatest number. The study may also indicate projects for which other activity such as indexing or cataloging of foreign collections of source materials can be substituted.

This inquiry complements Mr. Simonton's study mentioned above.

#### *International Federation for Documentation*

The 26th general conference of FID was held in Rio de Janeiro in July, 1960, with twenty-three countries represented.

Program meetings were devoted to the subjects of current bibliography, union catalogs and relations between national information centers, language problems, scientific information, mechanization, and classification. A series of round tables took up the problems of documentation and of training for this work in Latin American countries.

The meeting produced a number of recommendations, some holding possible consequences of great importance to libraries in that area. It also adopted a proposal for the formation of a Latin American Commission for Documentation as a regional affiliate of FID.

#### *Numerical Code for Identification of American Publications*

The ALA received a grant from CLR for the purpose of conducting an inquiry into the feasibility of developing a numerical code for identifying individual current American publications. Such a national system of code numbers might be used by publishers, jobbers, and librarians for purposes of stock control, billing, ordering, etc.

The inquiry is being carried on under the direction of the Acquisitions Section by a team of investigators: Gustave Harrer, Assistant Director, Stanford University Libraries, and Alex Ladenson, Assistant Librarian for Acquisition and Preparation, Chicago Public Library.

#### *Standardization of Library Supplies and Equipment*

The first meeting of the American Standards Association's sectional committee Z85 standardization of library supplies and equipment was held in June, 1960. Three subcommittees were set up to work out a broad program of user standards for: (1) library steel bookstacks, (2) library furniture including wood shelving and wood and metal furniture, and (3) library supplies.

ALA is administrative sponsor of the new project; and Frazer Poole, Director of ALA's Library Technology Project, is chairman of the sectional committee and of subcommittee 1.

Mr. Poole stated that each group had established initial standardization objectives. Subcommittee 1 is studying performance standards for the

finishes applied to steel stacks, and will also study the possibility of obtaining dimensional standards to permit interchangeability of stacks and columns. The second group selected the straight-back, wood (non-folding) chair for development of dimensional and performance standards. Specifications for dimensions and general durability of catalog cards will be the subject for study by subcommittee 3.

According to Mr. Poole, this is the first time an attempt has been made on any scale to obtain standards for library supplies and equipment.

#### *Use of Library of Congress Book Stacks*

The Library of Congress received a grant from CLR to finance a pilot study of the use of the classified collections in the book stacks by staff members and scholars.

The Library's collections include some 11,000,000 volumes arranged by subject in accordance with the classification scheme. The maintenance of a classified collection involves a number of costs such as maintenance of the classification scheme itself, reclassification of parts of the collection to reflect changed concepts and new knowledge, plus the necessity of providing for growth at a number of points rather than at one growing end.

Through this study LC hopes to measure the values of a classified collection and to determine whether these values can be secured from other sources. It also hopes to work out a pattern for determining the value of shelf-classification in various types of libraries.

This study is being conducted by Herner and Company, information consultants, in collaboration with members of the LC staff.

#### *Library Circulation Methods Study*

Plans for a thorough study of library circulation methods were announced in July by the Council on Library Resources, Inc. The lending systems of school, special, and college libraries will be investigated in an effort to develop improved book circulation systems applicable to libraries of various types and sizes. Four areas of work will be studied: book preparation for circulation, registration of borrowers, charging and discharging of books, and processing of overdue books. In each area the procedures in libraries of different sizes and types and of varying requirements will be studied to secure information on the variations produced by these differences.

The study will be under the immediate supervision of ALA's Library Technology Project and will be conducted by George Fry and Associates, management consultants. Gerald Gold, research assistant at the New York Public Library's Donnell Library Center, has been granted a leave of absence to serve as technical assistant to the investigating firm. An advisory committee headed by Forrest F. Carhart, Jr., Senior Editorial Assistant for the Library Technology Project, will participate in the study.

#### *Centralized Processing, Southwest Missouri*

A second grant was received by ALA from CLR for a follow-up

study of the centralized processing service of the Southwest Missouri Library Services, Inc. Mrs. Frances Dukes Carhart is making the survey, with Mrs. Orcena Mahoney serving as consultant as she did for the first study conducted by Mrs. Brigitte Kenney. It is expected that the report on the study will be released in the Spring of 1961 and, although it will be a self-contained report, it will also supplement Mrs. Kenney's report, *Cooperative Centralized Processing*.

The Southwest Missouri Library Service, Inc. was established in October 1957 with support from CLR. Its pattern of operation is being closely followed by librarians in other parts of the country, so that it seems appropriate, at this time, to have a critical review of its accomplishments and an evaluation of the service benefits received by member libraries.

The survey will include a consideration of desirable homogeneity of libraries to be served by such a center; desirable extent of geographical area; number of participants; purpose of the catalogs in the member libraries; and needs of the users of the individual libraries. In general, the study will consider the necessity for compromise and the resulting uniformity in relation to the gain obtained through the cooperative enterprise.

#### *International Conference on Cataloguing Principles*

The International Conference will be held in October 1961. Most of the working papers are now in preparation and will be distributed for consideration and comment early in 1961. National committees and other interested organizations will be asked to submit their observations on the papers during the months of March, April and May. On the basis of the working papers and of the observations received, the Organising Committee will prepare the final documents for the Conference. It is hoped that these will be distributed in July so that interested organizations will have several months in which to study them before the International Conference convenes.

Some accommodations have been made for observers at the Conference, and the Organising Committee issued announcements requesting the names of those who wished to attend in this capacity.

#### *CATALOG CODE REVISION CONFERENCE*

Observers' accommodations will be available at the International Conference on Cataloguing Principles to be held in Paris, France, in October, 1961, according to an announcement by A. H. Chaplin, Executive Secretary of the Organising Committee of the Conference.

All countries concerned with international agreement on cataloging principles have been asked to name an official delegate. In order that other interested librarians may attend, arrangements for observers are being made. Mr. Chaplin is asking persons interested in attending to write him c/o The National Central Library, Malet Place, London, W. C. 1, England, as soon as possible.

The event is being held through the auspices of the International Federation of Library Associations.

## How to Roll Back the Corporate Empire

HAL DRAPER

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IN THE PRESENT period of discussion over catalog code revision, a prominent part is understandably being played by dissatisfaction with the labyrinthine rules governing the entry of corporate bodies as authors. But, by and large, this dissatisfaction has concentrated on only one area of the corporate problem—viz., *how* a corporate entry should be made—and has tended not to deal with another: *whether* a corporate entry should be made. And insofar as the second has elicited some attention, discussion has concerned corporate entry versus title entry. The question that has attracted remarkably little attention is whether and when a corporate entry should be made *versus* a *personal-name* entry. That is, it is not only a question of improving the laws of the corporate empire; there is also the problem of rolling back its boundaries, reducing its scope.

It is noteworthy that at the Stanford Institute on Code Revision of 1958 special attention was given the corporate problem, at considerable length; but as far as can be determined from the Summary of Proceedings and the Working Papers, as well as from several published reports, not a single speaker devoted himself even briefly to this aspect of the scope of the corporate complex. This is characteristic of the general literature on the subject, too.

This is unfortunate, particularly because of the international side of the code revision problem about which American librarians are presently quite concerned. It is said truly enough that if the corporate-entry rules can be simplified and improved, it will be easier to come to an agreement with the librarians who come from other national traditions, such as those represented by the *Prussian Instructions*; and while this is no doubt true, it is also true that a narrowing of the scope of the corporate body would also be a step toward meeting these other traditions half-way. Traditionally the catalog codes of Germany, Austria, Switzerland, Spain, and the Netherlands have leaned toward maintaining that authorship can only be a personal thing. Now the Germans and other Continentals are ready to give up adherence to this principle, and therefore Andrew D. Osborn, who writes that the use of the corporate entry is the "problem which is the principal bone of contention between the two great traditions," adds that "the possibility of reconciling the two tradi-



tions exists as never before. The great need of the library world today is a middle ground on which the traditions can meet and merge."

What then can contribute to such a middle ground? A great objection to the policy represented by the *Prussian Instructions* is that it results in the proliferation of anonymous (title) entries. A synthesis suggests itself: to catalog a work issued by a corporate body just like any other, giving it a personal author or editorship, etc., on the same basis as any other work, if this is at all possible, right up to the point of declaring the work anonymous if it cannot be done; *and then going over to the corporate-entry device only as a substitute for anonymous entry.*

There is no doubt that this would result in a significant reduction in the area dominated by corporate entry. But whether this is the answer or not, certainly the question itself deserves more consideration than it has been getting.

That something should be done may be indicated by a searching glance through any agglomeration of corporate entries with this question in mind. Following is the result of a brief scrutiny of cards in a university library under the headings American Library Association and U. S. Library of Congress.

Consider the following three cases:

- (1) U. S. Library of Congress.  
Writings and addresses of Luther Harris Evans, Librarian of Congress, 1945-1953. Washington, 1953.
- (2) MacLeish, Archibald.  
The reorganization of the Library of Congress, 1939-1944 . . . [n.p., 1944]
- (3) The Case against the *Saturday Review of Literature*; the attack of the *Sat. Rev.* on modern poets and critics, answered by the Fellows of American Letters of the Libr. of Cong. . . . Chicago, Poetry, 1949.

The first is entered under the corporate body, the second under the personal author, the third under title. Why? The first consists of the personal expressions of an author, not any "routine" or "administrative" documents. If it had been published by Macmillan, it would doubtlessly have been entered under Evans. Why not when LC itself is the publisher?

But it will be objected that Evans was paid by the issuing agency. Leaving aside for the moment the question whether this cash nexus can be allowed to determine responsibility for the "intellectual content" of the book, what then shall be said of the second case? Here we have a work which was not only written by an employee of the Library of Congress but whose contents even reflect the business of the issuing agency. Since MacLeish ceased being Librarian in 1944, it is possible that this work was issued after he left the post; but certainly no catalog user can be expected to know, or to be interested in knowing, the exact date in



the year when this happened before looking a work up in the catalog.

The third case is piquant because the title page itself categorically states that here is a document "by" a corporate body, namely the Fellows, but the cataloger has chosen to treat it as "anonymous," in the best tradition of the *Prussian Instructions*.

One might suspect that in this third case the cataloger did not assign authorship to the Fellows because this corporate author did not also *publish* the document. Here one may find implicit a doctrine which is not to be found in the rules but which has enwound itself around the structure of corporatism.

Consider next another trio, from the same catalog, found with no great effort.

- (1) American Library Association.

Patterns in reading. An annotated booklist for young people, by Jean Carolyn Roos. Chicago, A.L.A., 1954.

- (2) Hoit, Doris.

Books of general interest for today's readers, compiled by Doris Hoit. Chicago, A.L.A. and [two other societies] [1934]

- (3) Buying list of books for small libraries, compiled by Orrilla Thompson Blackshear. Chicago, A.L.A., 1954.

Here is the same trilogy: three similar books entered in three different ways. It is theoretically possible to invent a differentiation between these which might conceivably explain this phenomenon, but it is dubious whether such a subtle rationalization could have any living relationship to the problem of the catalog user trying to determine how to look up the book, even if he were an experienced librarian—let alone the normal layman.

Such cases suggest that there is a certain amount of confusion over the scope of the corporate entry embodied in the present rules. If these books were approached like any others, and not with a special ritual excited by their corporate-body publication, then they would all be entered under a personal name as the main entry.

Another example is added here for its special savor. When Seymour Lubetzky published his famous critique of the cataloging code in 1953, published by the Library of Congress, it was cataloged under the personal name, in spite of the fact that it was prepared by him as an employee of a corporate body and was written (as he pointed out in the work) on "company time." Yet, when in 1958 the ALA published his "partial and tentative draft" for a revised cataloging code, the new publication was entered under ALA! According to the ALA rules, this makes the ALA rather than Lubetzky "responsible for the intellectual content" of the proposed revision devised by Lubetzky! Evidently, this is not so, whatever may be ALA's relation to this draft.

There is an appreciable area where the ALA rules give no real guidance on the choice of corporate entry versus personal entry. Here, however, a set of practices has grown up, not really mandated by the rules, and this set of practices tends to constitute the *real* code, an unwritten one—not usually acknowledged, therefore little discussed, but simply done. As has been mentioned, one of these “secret” rules makes the identity of the *publisher* a vital and sometimes even decisive determinant of “authorship.”

On the surface the rules seem to state:

“Monographic works by individuals, officials, officers, members and employees of corporate bodies when these works are not clearly administrative or routine in character, are preferably to be entered under personal author, even though issued by the corporate body.”

But this is something like the provisions in the Russian constitution for freedom of speech: it looks fine on paper but hardly squares with the reality of practice, as our examples have shown. For one thing, the rule centers the decision on the basis of a scrutiny of the *work*, rather than of the author; yet it is constantly interpreted to mean that the decision must be made primarily on an examination of the author rather than of the work. Here are three textbook illustrations of this.

(1) Dorothy Norris's *Primer of Cataloguing* expounds the problem as follows:

“Instances may be found where a work of corporate authorship does bear the name of an individual. For example, a public library report may have on the title page the name of the librarian. The latter is, however, the paid servant of the public library committee which takes the main entry as author.”

Now everyone may well agree that a public library report will be entered under the corporate body, but the important thing is the reason adduced, for it is this which constitutes the teaching of the textbook. The reason given is not primarily the character of the *work* (administrative or routine) but the character of the author (paid servant). Miss Norris's exposition is based on a “secret” rule.

(2) Margaret Mann's *Introduction to Cataloging and the Classification of Books* does not raise the general question of corporate entry versus personal entry, any more than does Miss Norris, until she gets to government documents. Only under this head does she recommend personal entry as against corporate entry if the work

“is not in the nature of an official report, but has been prepared by some expert either within or outside of the government service. . . . The phrase often printed under the author's name on the title page gives a clue to the official author. If, for example, the author is designated as a professor at the State College, Ames, Iowa, he is probably not a member of a government department but has been asked to write the book because he is an authority on the subject; in this case, the person, not the government agency, is considered the author.”

Here initial lip-service is given to the nature of the *work*, but only in the sense of asking whether it is an "official report." However, the rules do not limit themselves to official reports. Corporate entry is to be applied only to works of a *clearly* administrative or routine character. The reason Miss Mann changes this to "official reports" in her exposition is perhaps that these latter are open-and-shut cases of routinely administrative works, about which no one will have any doubt. Then she proceeds to concentrate attention only and exclusively on the character of the author, not of the work.

But suppose a "paid employee" of a government department—say, one of the thousands of experts employed by the government in various lines of endeavor—writes a work on his own specialty, for publication by his government agency: is this a work of clearly administrative or routine character? For example, an entomological specialist for the Department of Agriculture writes a pamphlet on the farraginous Hymenoptera of the Siwash valley: is this a routine or administrative thing to do? If the authority is a professor from Ames, it is not routine; if the authority is already employed by the government, it *is* routine. This Pickwickian definition of "routine" is, then, the basis of the cataloger's "secret" rule.

In any case, in order to catalog the work, the cataloger has to scrutinize not the work itself so much as the biographical, financial, and professional status of the author. This naturally can make a fine piece of research; and after performing this research with glory, the cataloger will catalog the work in such a way that it will never be found in the catalog by anyone else who has not performed the same bit of research.

(3) The Vatican Library rules, though not a textbook, stem from the Anglo-American code and may be scanned to illuminate our problem. How did the Anglo-American theory of corporate entry appear to its framers? It does have a section labeled "Personal versus Corporate Entry," and so it is all the more disconcerting to find that, under this heading, there is no direct statement on the issue at all. However, one does find the following statement:

"Individual reports by a person who is not an official, but which are presented to and published by a department, commission, or committee, are entered under the name of the author. . ."

Here the sole criterion given is employment, and the "clearly administrative or routine" approach has been dumped. Yet the Vatican rules go on to make an exception:

"The personal name may be chosen as the main entry for a report on the work of a scientific institution written by its chief, since the institution is the subject of the work."

Here is confusion confounded, for the case proposed is precisely that of an official report. The explanatory clause, "since the institution is the subject of the work," hardly makes sense of the exception, for the institution is always the subject of reports on it, whether written by the chief or

anyone else; and this reasoning is not to be applied if a personage less than the chief writes a report. If one may venture a conjecture, here, too, we encounter a "secret" rule: a "chief" is a Very Important Person, and VIPs must be given personal entry, whereas the lesser fry need not object if their intellectual productions are relegated to the gray obscurity of corporate entry.

Where, then, is there any guidance on this issue? Cutter gave none when, in his 1876 *Rules for a Printed Dictionary Catalog*, he wrote that "Bodies of men are to be considered as authors of works published in their name and by their authority." If we hark back to the aforementioned work by the government entomologist on the farraginous Hymenoptera: was it published "in the name of the United States of America"? It is hard to answer this question if only because no one can possibly know what it means. And if it was published in the name of the U.S.A., then wouldn't it still be published in the name of the U.S.A. if it were written by that professor from Ames? The same or a similar ambiguity attaches to the phrase "by their authority."

Of course Cutter, like Miss Mann, was primarily thinking of official reports of a body, which are indeed published in their name and with their authority; here the phrase takes on specific meaning. The trouble is that, thinking of such specific cases, the rule-makers formulate sentences with indefinite application.

Is guidance to be found in the new formulation proposed by an IFLA subcommittee?

"For the purpose of entry in an author-catalogue, a corporate body is regarded as the author of any work for the content of which it takes complete responsibility."

The crux here is the meaning to be assigned to "complete responsibility." Interpreted literally, it would mean only documents which have been specifically approved by that body as to their contents, as speaking for the body itself. This sounds as if it would be limited to official resolutions. Even official reports would not do, since no body on earth takes "complete responsibility" for everything in a report by its officers; in fact, often officers write reports to propose things not yet considered by, let alone approved by, the body. Or does "complete responsibility" mean only that the body takes such responsibility for seeing to it that the work is published? So does Random House; and so does the government for that Ames professor; etc., etc. In other words, we have here a phrase which defies defining. One may suspect, indeed, that these phrases were chosen precisely because they defied definition—because they were slippery and elastic, in order not to tie any hands.

Osborn, who quotes the IFLA subcommittee formulation, gives an interpretation, too:

"The intent of this ruling was to assert that annual reports and other works which relate directly to the activities, functions, or internal administration of the body should be recorded under its name; whereas works

merely published, issued, financed, authorized or approved by a body should not be so recorded." [Emphasis not in original.]

So we find that for Osborn the set of words devised by the IFLA group does not mean corporate entry even if the work is *approved* by the body! This makes the wording of the proposed rule truly mysterious. The mystery is alleviated somewhat if we assume that Osborn wants corporate entry only for "annual reports and [such] other works." That means that he too would throw out of the corporate-entry category a flock and covey of entries which now infest it. But if this is indeed his meaning, then a simple question occurs: Why not propose that the rule say what he claims it means?

If the IFLA subcommittee really means what Osborn says is its "intent," then it should be possible to write a rule which puts it down in plain English, French or German. The IFLA rule at present does *not* say what Osborn says it means. It is another rubbery formulation which can be stretched to cover any practice.

Osborn goes on to say:

"It could well be the Russians are on right lines when they restrict the corporate entry to the official material of institutions and to material for which readers cannot ask without indicating the corporate authors, e.g., the *Bulletin of the New York Public Library* and the *Annual Report of the John Crerar Library*."

This sounds interesting until we turn to the original Russian statement which gives the formulation Osborn has quoted and then explains:

"For instance, in the first edition of the 'Standard Rules,' it was recommended that most departmental instructions should be entered under corporate authors; whereas in the second edition, it is proposed that this should only be done in the case of interdepartmental instructions, or instructions where the name of the issuing establishment or organization is mentioned in the title."

The familiar labyrinth of exceptions and exceptions-to-the-exceptions clearly opens up. How will "official material" be defined? This is only a way of restating the original question, not an answer to it.

More interesting is Osborn's reference, in another article, to the Scandinavians:

"In Scandinavia and elsewhere the corporate entry has in some libraries been followed in a limited way. It has been adopted when a work, such as an annual report, is clearly an administrative publication; but it has been avoided when a publication is not administrative in character, when it has a subject content of its own, in which event entry is made under the title, editor, compiler, etc. By way of illustration, this plan would take out from the heading 'New York Public Library' such works as Joshua Bloch's *Festschrift* contribution entitled 'The Classification of Jewish Literature in the New York Public Library,' Phelps Stokes's and Daniel Haskell's 'American Historical Prints' and Harry Miller Lydenberg's *History*



of the New York Public Library, to mention just a few cases in which the Library of Congress has preferred the corporate to the personal entry. . . . a similar plan is now under consideration in the Berlin-Leipzig area of Germany."

It is interesting that this approach (corporate entry if "clearly an administrative publication") is virtually identical with that which is formally embalmed in the ALA rules, to which no one pays any attention. Encountering it in Scandinavia, Osborn treats it as a brand-new idea. It is, in truth, the beginning of wisdom, but it requires concreteness, for its inclusion in the ALA rules did not save American cataloging from the present slough of corporatism.

It is disappointing to find that this question has not received adequate attention even in Seymour Lubetzky's incisive critique of the cataloging code in 1953 nor in his more recently proposed code revision. In the former Lubetzky wrote the following:

"The principle proposed is to enter under the name of the corporate body publications issued in its name—that is, communications purporting to be those of the corporate body and bearing the authority of that body. Other publications should be entered under the person or unit who prepared the work. The present study presents an illustration. It was prepared by an officer of the Library of Congress, mostly on official time, and on behalf of the Board on Cataloging Policy and Research; but it is not presented as a report of the Library or of the Board, and should therefore not be entered as such."

This sounds very good. Especially felicitous is the formulation "communications purporting to be those of the corporate body." The person who prepares such a report is, so to speak, acting as a ghost-writer. The Duchess of Windsor gets the author entry for her autobiography, quite rightly, because she puts it forward as her communication to the world even though it was put into prose by someone else; such is also the case with the "Tenth Annual Report of the Pocono Skeetshooting and Chowder Society." So even as far as reports go, one can still follow the rule: catalog this book as if it were any other book—and report writer is considered a ghost-writer for the corporate body.

But when Lubetzky published his proposed revised code, this idea seems to have disappeared. Nowhere in the proposed rules is there any general statement of approach on when to use corporate entry as against personal entry, not even in the section explicitly headed "Choice of Entry." The passage that does bear on the problem is the positive statement on corporate entry itself:

*"22. Work of corporate body*

A work which, explicitly or implicitly, represents an act, communication, or product of the activity of a corporate body is entered under the name of that body . . . This includes (a) the proceedings, transactions, debates, reports, and other works produced by or issued in the name of a corporate body; (b) . . . [works] which, even if prepared by an individual, implicitly bear the authority of the issuing body; and (c) works issued by



a corporate body, other than a commercial publisher, without the name of an author or compiler and not represented as anonymous works."

This is a great step backward from Lubetzky's approach of 1953. It is highly vulcanized, i.e., full of rubber which can stretch in any direction at will. "Product of the activity of a corporate body"—"produced by or issued in the name of a corporate body"—"implicitly bear the authority of the issuing body"—all of these phrases, especially the last, represent holes so wide that a team of horses could be driven right through. They would serve to sanction corporate entries which even the Library of Congress has not yet thought of making. As far as our problem is concerned, Lubetzky's draft code does not carry out the promise of his 1953 critique.

In summary:

(1) The first need is for definite guidance on this subject. The ALA rules on this point are dead. The actual practice is both inconsistent and confusing.

(2) The rule proposed in this paper is at least clear and definite: Catalog a work issued by a corporate body like any other work, in every respect, in order to assign a personal author entry (such as editor, compiler, etc.) to it. If such a personal entry is not possible, then corporate entry is to be considered as the alternative to title entry.

### CATALOG CODE REVISION

Narrowing the scope of the Code of cataloging rules to include books and book-like materials only has been recommended by the Cataloging and Classification Section of the American Library Association Resources and Technical Services Division.

"Because of the pressing need for producing a code for general use in limited time, the scope of the proposed publication now scheduled for 1964 will be restricted to rules of entry and description of books and book-like materials, excluding any special rules for manuscripts, music, phonograph records, maps, newspapers, and other non-book materials," the Catalog Code Revision Steering Committee has stated.

The recommendation was accepted by the CCS Executive Committee at a meeting held in New York in September.

The reason for changing the concept of the code, the Committee said, was to facilitate the production of the completed work by 1964 in the face of a loss of a full time editor. The full-time editorial services of Seymour Lubetzky were lost when Mr. Lubetzky left the Library of Congress to accept a teaching position at the University of California at Los Angeles.

## In-Service Training and Decision-Making In the Catalog Department\*

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**I**N-SERVICE training programs are usually thought of as something rather formal. Maybe a library sponsors an all-day institute on book selection as the Free Library of Philadelphia did a year ago or promotes a series of workshops designed to improve the librarians' skill in oral book reviewing, as the Free Library is presently doing.

Considered in this sense, most catalog departments would say they had no in-service training. But, if we consider in-service training of a less formalized nature, we would have to agree that almost every catalog department in the country has an in-service training program, and it frequently is in operation every day of the year.

Actually, the Catalog Department in the Free Library of Philadelphia has both kinds of in-service training: formal for professional members of the staff who do not work in the Catalog Department and informal for all those who do. Our formal program is a lecture given by a cataloger, usually about once a year, to those professional staff members at the Central Library who have joined our staff since the last time the lecture was given. The idea of giving this lecture grew out of an awareness that our professional staff members were not only not getting all the information they could from the catalog, but, because they were unfamiliar with some basic principles and policies related to the construction of the catalog, they spent valuable time searching for information that was not there. The lecture is designed to explain to the new staff member the peculiarities of our main catalog, the kind of information the catalog contains and some guidance as to how this information can be found, and, especially important in our case, the limitations of the catalog. The content of such a lecture is determined, of course, by the local situation.

In fact, one goal of most in-service training programs—although certainly not the only one—is to familiarize new staff members with the local habits and customs. This is true whether the in-service training is of the formal or informal variety, and whether it is directed to clerical or pro-

\*Abridgment of a talk presented at a meeting of Maryland, Virginia, and District of Columbia Regional Group of Catalogers and Classifiers, College Park, Md., March 19, 1960.

professional staff. In the catalog department both clerical and professional staff members must become acquainted with local habits and customs. In addition, the clerical or non-professional must be taught details which presumably the professional has already learned in library school, such as the purpose of a shelflist, the look, at least, of a call number, and the location of a title page. The question of how far it is feasible to go in training the non-professional I would like to return to later when we consider the limitations of in-service training.

I would like to think now about the purpose and nature of in-service training for the professional cataloger who is a recent graduate of a library school. In addition to learning the local habits and customs, we presumably are going to try to encourage, at least, the continuing of the professional education started in library school. This is rather a large order. Understandably enough, the recent graduate may think he is fully educated—and for keeps. One thing we need to do is to persuade the young cataloger that his professional education has just begun. It should be pointed out to him that attendance at professional meetings and active participation in professional organizations is by far the most painless way of keeping his professional education up-to-date and in good working order. But beyond encouraging the young cataloger to continue his professional education and familiarizing him with “the way we do it,” what else must we do?

In my opinion, the most important part of our training is teaching the new cataloger—and sometimes the one who is not so new—how to make correct decisions. Admittedly, the life of a cataloger is just one decision after another. Any cataloger must learn to sharpen his judgment, and he can learn this best under the skillful guidance of an experienced and understanding cataloger.

We have a lot yet to learn about decision-making, but there are some things we do know with some certainty, and they are as applicable to cataloging as they are to other fields. We know, for instance, that poor decision-making often results when too much time is spent finding out the answer and too little time is spent finding out what the problem is and what we would do with the answer if we had it. Defining the problem is the most difficult and the most important part of decision-making.

We also know the importance of timing. We know that postponing a decision is a kind of decision—often a kind that is irrevocable. Another difficulty is that we frequently do not organize our decision-making. We try to do by intuition those parts of the process that can best be done rationally, and we sometimes tend to be rational and insist on working from the “facts” of the case when what is really called for is a judgment decision. I do not need to point out to this group the relevance of all this to the kind of decision-making that goes on in a catalog department.

I was interested recently in picking up a copy of Bryson's *An Outline of Man's Knowledge of the Modern World*, to note that an entire chapter is devoted to “Decision-making in the Modern World.” I would like to quote a small portion:

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"A decision always involves two elements. The first is a field of possibilities. The second is an ordering of this field, or of the relevant portion of it, according to some scale of relative value. . . . It is evident that what determines his [the decision maker's] behavior is not the *real* field of choice, whatever that may be, but the *perceived* field of choice as it exists in his picture of the situation."<sup>1</sup>

It has long been my contention that it is the responsibility of the library schools to develop, to the greatest extent possible, the individual's "perceived field of choice". Faced with a decision we must first know the choices. Our professional lives are too short and the alternatives too many for us to expect to learn these possible choices first-hand by direct experience. To take an example from my own experience, I have worked in libraries which had four different classification schemes—Cutter, Bliss, LC and Dewey. All this experience put together did not reveal to me the purposes and possibilities in classification schemes as did one course in the theory of classification. This is an example of a "perceived field of choice" which the library schools should develop and we, in our training, should enlarge.

If you recall, in the passage I quoted, there was mentioned another aspect of this decision-making i.e. "the ordering of this field . . . according to some scale of relative value." You probably know the definition of an administrator as the man, who, when asked a question, stares out of the window for three minutes, and gives forth with an answer. And sometimes this is an apt description of what does happen. To the uninitiated this performance may appear to be a combination of guesswork and intuition when, in actuality, it is—or should be—a matter of rationality plus experience. What is important, of course, is what goes on during those three minutes. One part of in-service training of the professional librarian is to teach him what to do during those three minutes. (Actually, at the beginning, he may be allowed a little longer time, but it has been my observation that the higher you go, the faster your reaction time is supposed to be.) The young cataloger must be encouraged to think quickly and logically, use his imagination, and gain confidence in his judgment.

I have not meant to imply that decision-making was the prerogative of the professional staff. It isn't of course. All members of the staff make decisions, and it is highly desirable that they do so. It is an accepted principle of administration that people do better when some degree of decision-making about their jobs is possible than when all decisions are made for them. So what is the difference? In my opinion, when you have answered this question, you have answered another question, How do you determine whether an assignment is clerical or professional? Consider first the nature of the decision to be made. What kind of a choice is there? How much judgment—and what kind—is required? Is the decision-making a fairly routine matter with major decisions occurring rather infrequently and then involving a choice between two or three self-evident

1. Bryson, Lyman, ed. *An Outline of Man's Knowledge of the Modern World*. New York, McGraw-Hill [1960] pp. 422-23.

possibilities? Can instructions be given that will take into account foreseeable choices? Or, on the other hand, is every decision made within a framework that is in many respects or in most respects different from that of previous decisions? Are possibilities numerous and not immediately evident? How much imagination is required? How long-range are the goals which must be kept in mind in making the decision? Is the nature of the decision of some consequence for the future?

Decisions made in the catalog department are not usually a matter of life and death, but each decision is made in relation to a past decision and, to some extent, determines a future decision. In this respect the decision is of real consequence. There is no one here who has not felt restrained at some time by what appears to have been an injudicious decision of his predecessor or predecessors. Some of us have even stayed in one institution long enough to have been caught by an injudicious decision or two of our own, but of course those we can explain on the grounds that it was the only possible decision at the time.

Some of the longest viewing in the library must take place in the catalog department because we must look back and see what our predecessors have done and why and look forward to predict what will be needed and how we can provide it. In this respect, decision-making in the catalog department is rather different from that in the public service departments where policy and practice can more easily be changed. The head of a public service department said to me recently, "Well, we will make the decision and if it is not right, we can change it." There are times when I favor any decision over no decision, but my answer in this instance was that it sometimes took years to discover that my decisions were wrong and then it was almost impossible to correct them. We are probably particularly conscious just now of past decisions which we must live with because of the recent revision of Dewey and the contemplated revision of the catalog code.

All of this is by way of saying that a professional position could be defined as one that required the ability to make responsible decisions among a complex of choices and the imagination to foresee the consequences of these decisions in terms of long-range goals.

Which brings me back to a question I promised to return to several paragraphs back. What are the limitations of in-service training for clerical staff? In most instances, the non-professional can be taught the techniques and the processes by which fairly uncomplicated choices can be made, and can be given assignments where the pattern of choice is repeated fairly frequently. There, in most cases, the training of the non-professional stops. It goes without saying that the exact point at which training stops can only be determined by the person being trained.

What about borderline assignments? Where do they fall? The assignments that usually require routine decisions but occasionally require something more? If you give this assignment to a clerk, he may not recognize the occasional decision which cannot be handled routinely; if you give the assignment to a professional staff member, you may be wasting



his time, or, worse yet, you may run the risk of boring him and prompting him to pay a visit to the personnel office to request a transfer to a public service department. Today the shortage of professional personnel—not to mention the cost of their services—dictates the answer to this question of the borderline assignment.

However, there are ways to transform the type of decision I have been calling professional into a decision a clerk can handle competently. One way is to insure that the individual parts of an organization are in good working order so that less skillful hands can operate them successfully and confidently. In the Free Library of Philadelphia assignments that are well executed by our library assistants today were, six years ago, performed by professional staff—of necessity. Six years ago there were no procedures in writing and what records there were in the Catalog Department were fragmentary and difficult to interpret. Today our official catalog is full and accurate and our procedures—at least those for which we hold library assistants responsible—are explicit and in writing.

A shortage of skilled personnel of all kinds will undoubtedly accelerate a trend started many years ago, that of conducting all operations in a library with a minimal contribution from the professional staff. This trend is not without its dangers. Too much dependence upon decisions of a non-professional staff is hazardous. The experience of untrained persons is uneven, limited, and unpredictable. Often supervisors do not know where the experience may be quite substantial and where it may prove all together inadequate for the handling of complex tasks.

This whole question of decision-making has come in for particular attention in the last 10 or dozen years. The Ford Foundation has contributed sizeable sums to underwrite studies which it is hoped will help us to understand what it is we do exactly when we make a decision. If you read widely in the field of business administration it is apparent that the emphasis in management in the next few years will undoubtedly be on understanding the process of decision-making. Parents are advised of the importance of giving a very young child opportunities to make decisions so that, as an adult, he will make them easily and rationally.

Certainly our newspapers remind us daily that a great many decisions must often be made by men and women who seemingly do not have enough information or else have too much of the wrong information. Surely one of our responsibilities in the library field is to see that those decisions which can be simplified are simplified, and those which cannot be are entrusted to men and women whose education, experience, and training have made it possible for them to gaze out of the window for three minutes and come up with the answer.



## Classification and Subject-Headings in the Small College Library

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CLASSIFICATION and subject-heading are complementary functions which absorb the time of catalogers in making card catalogs effective reference tools in open-shelf libraries.

Catalogers are under pressure to make an increasing number of changes in performing both functions due to the rapidity of changes in knowledge during the post-war years. The writer has noted this pressure particularly in the reconciliation of the growing number of LC subject heading changes to the requirements of a library of 110,000 volumes.

This library is one of 40 medium-sized non-tax-supported college libraries with 100,000 to 150,000 vols. The same problem, it would seem, should be as evident in the 432 non-tax-supported small college libraries under 100,000 vols. Together they comprise 499 of the 532 libraries whose statistics are reported for colleges in groups IV, V, and VI in *College and Research Libraries*, January 1960. As most of them are liberal arts colleges, the problem is considered with relation to the needs of their libraries.

Catalogers, in some manner, determine the allotment of their working time between classifying and subject-heading work. In this two-part process, we assume that most libraries use the standard aids: *Dewey Decimal Classification*, 16th ed., 1958, and *Subject Headings Used in the Dictionary Catalogs of the Library of Congress*, 6th ed., 1957 and supplements. They are designed for large, general purpose libraries. Some factors which bear upon the dual process of applying these guides are described here. We trust this information may suggest ways which will be helpful in building catalogs designed for relatively small libraries and for liberal arts colleges.

The "fullness" of the 16th edition of Dewey, the Editor, Benjamin A. Custer, writes (p. 19), "is based upon the number of titles which large libraries may be expected to acquire . . . guided by the principle that . . . 20 or more titles which would fall in a given number raised the presumption in favor of sub-division." At 20 titles per division, the volumes represented by the 17,928 entries of the Sixteenth, total 358,650. As titles under many entries exceed 20, it is held that the Dewey classification would fit well a library of 500,000 volumes.

Many of the tables of the new *Dewey Decimal Classification* are extensive. Nevertheless, the problem of determining modifications is confined within a definite class framework, with fewer alternatives and less ramifications than Library of Congress subject headings and sub-divisions which expand more rapidly in an endless, open-end arrangement.

In classification, adjustments may be considered under three classes: (1) local adaptations for which change is desired due to new local conditions; (2) revisions to conform to the 1603 relocations of the 16th edition; (3) adjustments of the Dewey classification, which is geared to a half-million volume library, to the needs of libraries with much smaller collections but with considerable depth in college departmental specialties.

We are all making some adjustments of the third group. The writer has often wondered, when making a minor reduction, if the probable projected results will turn out to be consistently logical for, as the Editor of Dewey warns us (p. 19), "reductions of schedules must be performed judiciously." Reduced schedules, appropriate for smaller college libraries would make easier, and thus reduce the time for, classifying when DC and LC numbers are lacking on LC cards.

Our experience indicates that reductions or modifications along these lines would be beneficial to the small college libraries: telescope the 322 pages of the 600s and shorten the 174 pages of the 500s; devise consistent assignments of most biographies to subject classes instead of the 920s; and devise a schedule similar to LC on literature for most of the 800s because of the special requirements of collegiate clientele.

Glues can be found in the new Dewey and the reviews of it. The 8th abridged edition of Dewey is insufficient because collegiate requirements usually exceed its schedules which, for example, are reduced by 86% for the 300s and the 500s, the two classes which embrace one-half of the majors offered by the liberal arts college. Also, it is not kept up-to-date. The forthcoming LC manual should be the best single aid, but Mr. Custer has written that the complete manual probably will not be published until 1962. However, a return to the truncated 15th edition of Dewey is not advocated.

When we turn to subject headings, we find a greater discrepancy between the headings appropriate for small, special-purpose college libraries and the multitudinous headings required for the all-embracing, eleven million volumes of the largest library in the United States.

Proliferation of subject headings is caused by knowledge expanding and changing, by new terminology, by new inter-subject relationships, by quantitative growth calling for more sub-divisions of form, place, period, subject. The first cumulative supplement to the 6th edition of *Subject Headings . . . of the Library of Congress* covers three years and runs to 378 pages with thousands of new headings and cross-references lacing together the new headings in the supplement and the older headings in the 6th edition. Here are a few examples of the new headings which involve reconciliation of headings and cross-references used (or not used) in

college libraries:

CULTURE CONFLICT	CHILD GUIDANCE CLINICS
ETHNOCENTRICISM	CRIPPLED CHILDREN
INTERNATIONAL CLEARING	EXCEPTIONAL CHILDREN
INTERNATIONAL FINANCE	GIFTED CHILDREN
MECHANICAL ABILITY	MENTALLY HANDICAPPED CHILDREN
MOTOR ABILITY	PHYSICALLY HANDICAPPED CHILDREN
PICTURE ARRANGEMENT TEST	PROBLEM CHILDREN
PICTURE INTERPRETATION TEST	SLOW LEARNING CHILDREN

Illustrative of the need for reconciliation are the subject headings of LC cards for the following three books on the same subject: M. Berger's *Equality by Statute*, 1952, under DISCRIMINATION—U. S.; his *Racial Equality and Law . . . in the U. S.*, 1954, under RACIAL DISCRIMINATION—U. S.; and J. Greenberg's *Race Relations in American Law*, 1959, under RACE DISCRIMINATION—LAW AND LEGISLATION—U. S.

Many new headings are so inclusive that they require scope notes or subdivisions. The total numbers of these and the cross-references are stated in parentheses after these examples: COLLEGE TEACHERS (11), COMMUNITY DEVELOPMENT (11), DECISION-MAKING (8), GOVERNMENTAL INVESTIGATIONS (16), HUMAN BEHAVIOR (10). Many 6th edition headings are recorded with extensive changes, the numbers of which are noted in parentheses for the following: BALLADS (13), BIBLIOGRAPHY (13), CHINA (15), CHURCH (25), ECONOMICS (11).

The illustrations used in the paragraphs above were chosen to show the kinds of subject-heading change and the variety of subjects covered. But the reader probably has noticed that none were taken from the physical sciences. When we consider the countless changes stemming from new knowledge and new terminology in these fields, we can realize the seriousness of the problem for all catalogers who must question the relevance of so many LC coordinate and subordinate terms for small college library collections.

The non-selective use of LC subject headings, without following LC cancellations, will likely result in a public catalog that is a jungle of dead-end subjects and cluttered cross-reference cards. *Sears List of Subject Headings*, 8th edition, 1959, offers some limited help in avoiding this situation. But it has no service to keep it abreast of changes; e.g., in the social sciences. And its headings are usually too general in the disciplines of the liberal arts. It lacks the scope notes and references found in the LC list which help pinpoint monographs and the like even for placement under a general heading when the more specific heading is not used.

It would be helpful to have a list of headings under which one could omit LC sub-divisions which are likely to be one-book sub-divisions in small college libraries. These are deceptive when the books thereunder have information which would fall logically under main headings (or more inclusive sub-divisions). Therefore, this information would be lost

to readers who naturally assume that the stated sub-divisions indicate the contents of the books.

It may be found feasible to retain both an out-moded term, cancelled by LC, and the new term with "see also" references making clear the limitations of each term by notations regarding the terminal and beginning dates under each. Also, the smaller libraries could use more "see" references for partially-synonymous terms when the books under consideration are few. This would help the reader arrive at a better choice for all titles and could easily be compared in a single tray, because one has to walk just a few feet to consult any tray in the public catalog of a small college library.

Steps such as these might help us build a "tight" catalog which, like a "tight" ship, will take the user by the shortest course to the subject he needs to get the book he wants.

Catalogers, within their available time, will continue to do the best they can to adapt LC subject headings and references to the requirements of their collections. But the mounting number of new subject headings, on which selective decisions should be made, is putting too great a burden on catalog librarians. They could hardly have the subject knowledge to make all decisions accurately and promptly. Even the combined knowledge of the professional librarians of a small college library will be, at times, insufficient. Therefore, it would seem that, for subject headings at least, all staff members should participate in the subject-heading decision-making process according to their subject specialties.

Readers of this article will naturally form their opinions about this dual problem in light of the situations in their libraries. Perhaps a number of librarians will be of the opinion, as is the writer, that our standard guides require adaptations to serve efficiently and economically the requirements of smaller college libraries, and that, separately, we haven't the time to keep up with acquisitions and make the necessary adaptations. Those interested in this matter may feel inclined to pool their experience through interlibrary communications and informal meetings. They may find that their libraries have many common characteristics and, therefore, that a common approach in a more formal way should prove fruitful.

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## REVIEWS

Boston University. Library. *Index to the Classed Catalog of the Boston University Library; A Relative Index Based on the Library of Congress Classification*. Boston, G. K. Hall, 1960. \$49.50.

Mary Herrick in her article "The Development of a Classified Catalog for a University Library" (*College and Research Libraries* 14:418-24, 1953) expressed the hope that the index to that catalog might eventually be published so "there can then be provided a portable index to the collection." The present volume, which presumably fulfills that hope, measures 14" by 10" by 1 3/4", weighs just over 8 pounds, and is certainly not very easily portable. Most of the 19,500-odd entries in this index contain only the heading plus the classification, or a reference, and utilize only 2 or 3 lines (at most just over 1/4") of the card; yet for all of the entries the entire card, which has been reduced to 1 3/4", has been reproduced. The apparently simple expedient of overlapping the cards could have saved up to 1 1/2" per entry in many cases and made this volume much more readily portable.

The quality of reproduction is poor, but the entries are all readily legible. While imagination is sometimes required in reading the entries, even the most badly reproduced, for example Watalinga and Water Birds on page 895, can be deciphered without too much difficulty. Page 772 is, however, completely blank, and the entries between Shaw, Frederick John and Shell Money are consequently lost.

In her article Miss Herrick also stated that, "The publication of this index might offer for the first time a relative index to the LC classification that could be used by other libraries." Dr. Robert

Moody, Director of Libraries at Boston University, adds, in the Foreword to the present volume, "We now fulfill the promise of publication . . . confident that even though its coverage is limited, it provides a useful tool in its field."

How useful might this index be to other libraries? The major problem seems definitely to be one of scope and size. The index, which at present is based on the classification of only 220,000 volumes, obviously cannot begin to furnish anything approaching comprehensive coverage of the entire Library of Congress classification. It can at best serve as a partial index to that classification. A library similar, or smaller, in size to Boston University, or with similar subject interests, might find this useful as an index to the Library of Congress classification; but larger libraries, or those with different subject interests, will probably find that its coverage is too haphazard and its scope is too limited for it to be of much use to them.

The greater number of the entries in this index indicate only one classification number; relatively few of the entries indicate numbers for various aspects of a subject in different parts of the LC classification. The entries with the greatest coverage are: United States (Institutions of Government), 35 cards; United States (Country as Subject), 34 cards; Great Britain, 22 cards; Art, 21 cards; Africa, 19 cards (there are also a noticeable large number of entries and references relating to Africa scattered throughout the index); Agriculture, 18 cards; Indians, 18 cards; Education, 17 cards; and Labor, 16 cards. Many of the entries are for proper nouns (persons, places, corporate bodies, etc.) and a number of these



are name authority cards that do not indicate classification.

If this were the only tool that could be used as an index to the Library of Congress classification, it might, despite its limited scope, be invaluable. How does it compare, though, with the Library of Congress's *Subject Headings*, *The Library of Congress Catalog. Books: Subjects*, and the indexes in the Library of Congress classification schedules?

In comparison with *Subject Headings* the major difference is the provision in the Boston University *Index* of a large number of proper noun entries that are specifically excluded from the Library of Congress list. Also for some of the common noun subjects included in both lists the *Index* indicates classification when *Subject Headings* does not. A few subjects in the *Index* (e.g., Bura (African people)) are not in *Subject Headings* but there are many more in the latter, often with classification indicated, that are not in the former. Generally speaking, however, the Boston University *Index*, despite the great difference in size (*Subject Headings*—the 6th edition without its supplements—contains 1357 closely-set 3 column pages) and scope, does seem to provide some additional coverage.

If *The Library of Congress Catalog. Books: Subjects* is also used, the additional coverage provided by the *Index* becomes much less. Many, but still by no means all, of the proper noun subjects excluded from *Subject Headings* and of the common noun subjects for which *Subject Headings* does not indicate classification included in the *Index* are also included in *Books: Subjects*.

Finally, the Library of Congress classification schedules do themselves, in most cases, have indexes, but they are not all equally developed. Some (i.e., A, PB-PH, PG, PJ-PM, PQ, and PT) lack indexes while others (e.g., G) are detailed and comprehensive. With the

LC schedules that lack indexes, which are primarily in the area of language and literature, a tool such as the Boston University *Index* is helpful in determining classification, particularly for an author for whom the cataloger is uncertain of date or nationality; Or, in places in which the use of one of the floating tables is necessary to determine the classification, a tool such as the Boston University *Index* is useful to the cataloger as a check on his application of the table. Moreover there is no single, overall index to the LC classification schedules, and when a cataloger is at a complete loss as to where a book might possibly be classified, a tool such as the Boston University *Index* can eliminate the necessity of searching through all or a number of the separate schedule indexes to locate the appropriate classification. It should be emphasized, however, that in these cases it is a tool *such as* the Boston University *Index* that might be useful. *Subject Headings, Books: Subjects*, or even, for individual authors the *National Union Catalog* can probably fulfill these functions as well as, if not better than, the Boston University *Index*.

The coverage provided under the headings starting with the word Flower can be taken as an example of the differences in these four "indexes" to the Library of Congress classification.

The entries in the Boston University *Index* are:

Flower arrangement SB445-449  
Flower painting ND1400  
Flowers  
    Color QK296  
    Culture SB403-450  
    Great Britain QK306  
    History SB404.5  
    Language QK84  
    Literature (Use in) PN56.F55  
    North America QK110-112  
    Poetry (Use in) PN6110.F6  
    Pollination QK926  
    Southern States QK125



State QK85  
United States QK115-195  
Wild—Culture SB439

The entries in *Subject Headings* are:

Flower arrangement SB445-9  
Flower arrangement in churches  
SB449-5 .C4  
Flower language QK84  
Flower shows SB441  
Flowers (Botany, QK; Culture,  
SB403-450; Manners and cus-  
toms, GT5160)  
Anatomy QK653-9; QK692-8  
Morphology QK653-9  
Pictorial works QK98  
Flowers in poetry PN6110.F6

The entries in *Books: Subjects* (after checking against the classification sched-  
ules to eliminate items for which the  
subject heading starting with the word  
Flower was not the primary heading  
and for which, therefore, the classifica-  
tion did not relate directly to Flowers)  
are:

Flower arrangement SB449-450  
Flower arrangement in churches  
SB449-5 .C4  
Flower language QK84  
Flower painting and illustration  
NC 815, ND1400, ND2300  
Flower shows SB441  
Flowers QK50, QK118, QK827,  
QK926, QK84, SB406-407  
Anatomy QK653  
Collection and preservation SB447  
Dictionaries SB405-407  
Drying SB449  
History SB404.5, GT5160  
Morphology QK653  
Odor SB454  
Pictorial works N7680, QK98,  
SB407  
Pictorial works—Bibliography  
Z5996.F55  
\*\*\*\*\*  
Great Britain QK306  
Netherlands QK317  
New Zealand QK447  
Oregon QK192

Palestine QK378  
Washington (State) QK192  
Flowers in art N7680, ND1400  
Flowers in literature PR1111.F55,

The entries from all of the Library  
of Congress classification schedule in-  
dexes are:

Flower QK653-659, 692-698  
Flower guilds HV696.F4  
Flower prints NE953  
Flower shows SB441  
Flower songs M1977.F54  
Flowers SB 403-50  
Artificial HD9999.A7  
Bibliography  
Fertilization Z5354.F6  
Floriculture Z5996-5997  
Customs relative to use GT5160  
Folklore GR780-790  
Heraldry CR41.F6  
Language of QK84  
Marketing SB443  
National QK85  
Popular handbooks QK118  
State QK85  
Flowers in art N7680  
Decorative design NK1560-5  
Drawing NC805-15  
Illumination ND3340  
Painting ND1400  
Sculpture NB1950  
Water-colors ND2300  
Flowers in poetry (Collections)  
American PS595.F6

In this case, which seems to be typi-  
cal of entries in the Boston University  
*Index* in which various aspects of a  
subject are dealt with, most of the  
items in the *Index* are also covered,  
either directly or indirectly, by the  
other three "indexes". There is just  
one heading, Flowers—Literature (Use  
in), which only the Boston University  
*Index* covers. (The reference in *Books:*  
*Subjects* for Flowers in literature is for  
English literature. Collections. Special  
topics, A-Z; that in the Boston Uni-  
versity *Index* is for Literature. Theory.  
Philosophy. Esthetics. General special.  
Relation to and treatment of special

elements, problems, and subjects. Other special, A-Z.) The Boston University *Index* does provide a somewhat more detailed breakdown for certain aspects (e.g., Color, Pollination, etc.) but these are covered indirectly in the other "indexes" (e.g., *Subject Headings* indicates that works dealing with the botanical aspects of flowers are to be classified in QK). It should also be noted that there are many aspects of the subject covered by the other "indexes" that are not dealt with in the Boston University *Index* (e.g., Manners and customs, Flower songs, Heraldry, etc.).

Probably the most useful aspect of the Boston University *Index* is that it does in some cases provide interpretations of the Library of Congress classification that are different from those provided by the Library of Congress. Such differences are definitely of interest to and have value for catalogers in other libraries. Thus, for example, Boston University classifies Bemba (African tribe) in DT955.B4 (Rhodesia. Ethnography. Races) while the Library of Congress, according to *Subject Headings*, uses DT963 (Northern Rhodesia. Local history and description). Another example is Andres Bello who is classified by the Library of Congress, in the classification schedules, in PQ8549 as a Venezuelan author but by Boston University in PQ8097 as a Chilean author. Incidentally, the Boston University *Index* also gives F3055.B4 as a number for Bello, but this is clearly an error as the Library of Congress schedule indicates that F3055 is to be used for Collective biography. Finally in some cases the Boston University *Index* provides numbers, or more often assigns numbers to headings, not used by the Library of Congress. The classification for works on Bureaucracy, for example, is indicated in the *Index* as JF1525.B9 (Government. Administration. Other topics, A-Z) but there is no number for Bureaucracy indicated in either *Subject Headings* or any of the Library of

Congress classification schedule indexes. *Books: Subjects* does in this instance list several works under the heading Bureaucracy; and, for example, has a work by Von Mises entitled *Bureaucracy* which is classified in JF1351 (Government. Administration. Treatises. English.). Such differences in interpretation are not, however, very numerous.

In short the Boston University *Index* is not, although it might possibly become, the index to the Library of Congress classification. It is, in its present form, primarily useful only as a supplementary index because of its limited scope. It provides little that *Subject Headings, Books: Subjects*, or the individual schedule indexes of the Library of Congress classification do not provide; and these other tools provide much that the Boston University *Index* does not provide. The *Index* complements, and to a lesser degree supplements, the others. At \$49.50 few libraries should find this to be an essential purchase.—Norman D. Stevens, Graduate School of Library Service, Rutgers—The State University, New Jersey.

Bird, Viola, and others. *Order Procedures: A Manual*, by Viola Bird and Stanley Pearce, assisted by Ruth Ault, and Discussion by Pauline G. Wildman. South Hackensack, N. J., Published for American Association of Law Libraries by Fred B. Rothman & Co., 1960. 66 p. (AALL Publications Series, No. 2) \$4.50 (Lithoprinted)

This booklet combines two articles presented at the 1959 Institute for Law Librarians of the American Association of Law Libraries: (1) a "Sample Order Manual for Law Libraries" (p. 1-57), prepared at the University of Washington, with collaboration by a number of Western law libraries; and (2) Mrs. Wildman's "Order Procedures for a Law Library" (p. 60-66),

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which takes the form of a commentary on the manual, with certain additions and expansions. The procedures described are basically those of the University of Washington Law Library (books) and the Los Angeles County Law Library (serials), and sample forms from those libraries are included. The text of the manual is followed by notes of variant practices in other libraries, including the law libraries of Stanford, the University of California (Berkeley and Los Angeles), and the University of Southern California. A bibliography of searching aids, a list of files recommended, and a bibliography are appended.

The technical details of order work are conspicuously less "standard" than those of cataloging. Order procedures are too intimately bound up with local conditions to be easily reduced to general formulas that can be widely and uniformly applied. Even within the restrictions of the chosen sample of law libraries, one library is exceptional because the law books are ordered through a general library and the report on its routines in this survey is correspondingly incomplete. When it is added that the avowed purpose is "to outline basic ordering procedures which may be adapted to a law library of any size," with staffs varying "from one librarian to a large and highly departmentalized organization" (p. 2), and when it is pointed out that the book takes in, or at least touches upon, selection of material, budgeting of funds, bibliographic search, choice of dealer, and order and accession procedures, the compilers' problem can be appreciated. Their product is neither a textbook on order work nor a guide for acquisition librarians studying law-library problems, but a severely practical "how we do it" first aid, limited in the main to the "domestic economy" phases of acquisition work.

Practicality is the principal merit of the book: both the procedures de-

scribed and the recommendations made reflect experience and show good sense. The arrangement of the topics and the detailed Table of Contents make the book comparatively easy to use even though it lacks an index. Though not a practical substitute for an institutional manual, the work provides an outline and suggests some of the decisions required in such a manual.

As might be expected, there is no hint of the experimental, and the reader may sometimes wonder whether the contributors were aware that some of these problems had been dealt with outside of law libraries. From the point of view of acquisition it is hard to see any difference between the *Stanford Law Review* (represented by sample check-in, payment, and binding records on page 20) and (for example) *Classical Philology*. (Neither Gable nor Osborn is mentioned in the bibliography.) Some who consult this book may be disappointed to find little or nothing on "services" and pocket-part supplements. The reader without law-library experience will be grateful for what is said about sources of information concerning new legal and legislative publications and for the titles of printed catalogs of law libraries. Since the manual is frankly addressed to law librarians, it is hardly fair to find fault with it for not answering all questions that occur to order librarians outside that group.

The outsider who has been trained to look upon special librarians with special awe may be struck by the general absence of a special point of view and, most of all, by the elementary level of the topics receiving attention, both in the manual itself and in the discussion. Book selection and choice of supplier are, almost by necessity, dismissed with generalities; but the book abounds in such details as the number of flags that can be used on a checking card for a periodical, the filing of multiple order slips, the wording of routine claims and acknowledg-

ments, and even the preservation of labels when packages are unwrapped—all matters that seem more suitable for a handbook for training clerical assistants in a given library than for cooperative attention and debate by professional law librarians. The fact that a book devoted largely to such familiar clerical library routines and devices was subsidized by a research grant

made by a university through its law school, was written by law librarians, was read and discussed before a law librarians' meeting, and was published by a law-library association points clearly to one of the less desirable effects of specialization upon the library profession.—*Robert W. Wadsworth, Head, Acquisitions Dept., University of Chicago Library.*

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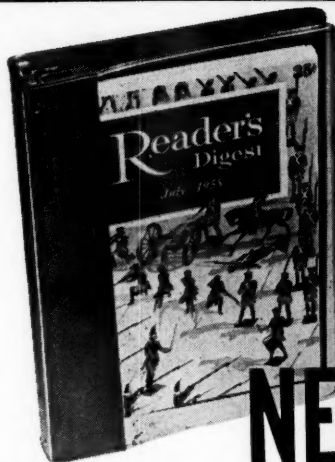


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